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# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CV, No. 9

NEW YORK, NOVEMBER 28, 1918

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## Building With Foresight

"To produce maximum results, every industrial project must have a plant designed to fulfill the varied and special requirements of its business.

Foresight is one of the chief factors for success in any industrial undertaking. And foresight is but another name for broad fundamental knowledge. Such knowledge must be embodied in the plant. It is something more, however, than the technical skill required to give



form to buildings, and involves an understanding of the enterprise as a commercial and financial proposition.

"Lockwood, Greene & Co. are architects and engineers whose leadership in the industrial field has come through this very knowledge—a knowledge of technical requirements, and of commercial, financial and general business conditions acquired by actual contact."\*

Applying to their own business this policy of building with foresight, Lockwood, Greene & Co. retained N. W. Ayer & Son as their engineers in the building of a sound advertising structure.

\* Quoted from Lockwood, Greene & Co.'s book, "Building With Foresight," which is available at the request of heads of industrial concerns, mailed to Lockwood, Greene & Co., 60 Federal Street, Boston.

## N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CLEVELAND

CHICAGO



# The Farmers Are Optimistic

The farmer emerges from the war full of faith in the future, and with a bigger bank account based on ten years of prosperity and four years of war prices.

He will be the best sales prospect in the U. S. in 1919. He will not only buy more farm equipment, but will provide himself and family with all the many good things of life not enjoyed heretofore.

## The Standard Farm Market

of one million prosperous farm homes represents in the agricultural field

### Dominance and Leadership

*Sell a Standard Farm Paper subscriber and you sell his neighbors too.*

The Standard Farm Papers are:

**The Ohio Farmer**  
*Established 1848*  
**The Michigan Farmer**  
*Established 1843*  
**Prairie Farmer, Chicago**  
*Established 1841*  
**Pennsylvania Farmer**  
*Established 1880*  
**The Breeder's Gazette**  
*Established 1881*  
**Hoard's Dairyman**  
*Established 1870*

**Pacific Rural Press**  
*Established 1870*  
**The Farmer, St. Paul**  
*Established 1882*  
**Wallaces' Farmer**  
*Established 1895*  
**Progressive Farmer**  
*Established 1886*  
**Birmingham, Raleigh**  
**Memphis, Dallas**  
**The Wisconsin Agriculturist**  
*Established 1877*

*Western Representatives*  
**STANDARD FARM PAPERS, INC.**  
Conway Bldg., Chicago

*Eastern Representatives*  
**WALLACE C. RICHARDSON, INC.**  
381 Fourth Ave., New York City

*All Standard Farm Papers are members of A. B. C.*



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# PRINTERS' INK

Registered U. S. Patent Office

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VOL. CV

NEW YORK, NOVEMBER 28, 1918

No. 9

## Salesman's Fright

What Some Salesmen and Employers Have Done to Overcome It

By Ray Giles

A GROUP of executives make it a point to confer occasionally with successful men in other lines. One day some months ago they invited in a top-notch insurance agent.

Someone asked, "What is the greatest problem you have in dealing with the solicitors under you?"

The reply came very quickly. "My greatest trouble is in keeping my men free from self-consciousness and downright fear. Every few days I go over each solicitor's list of 'prospects' with him and we talk over each name he has to work on. The solicitor gets all primed up and apparently he is ready to go to it. You'd think that he was ready to tackle any one. But the minute he gets near the door of some big man he begins to pray to Heaven that the man will be out."

The smiles of understanding which passed over the faces of the insurance man's listeners offered evidence enough that most men battle at some time or another with selling fright.

With peace at hand, surplus of goods will replace shortage. The salesman must begin again to sell. Selling fright can be such a drag on the day's work that surely it is worth knowing how some have overcome it.

Selling fright as discussed here is by no means confined to the green man. The veteran salesman who rests satisfied with a medium-sized order when just a little more pushing would have secured him an order twice as large, is a vic-

tim of selling fright in its most insidious form. He had courage enough to call and get a good order—but not enough to bring back what his house really deserved.

Selling fright is usually due to one of two major causes. The first is self-consciousness, timidity or lack of proper self-valuation. The other cause is lack of familiarity with the goods to be sold.

In attempting to write on this subject I have promised myself to cut out all use of philosophy, reference to self-hypnotism or fancy psychology. Here are some confessions of friends who have "wrestled" with selling fright:

During the conference which I referred to at the beginning of this article, the insurance agent remarked that when he first started out he had poor luck. One day he found out why. A man he called on said to him, "K——, you have some personal problem that's worrying you. It shows in your face. I advise you to smile every day between nine and five whether you feel like it or not."

The insurance man thanked his adviser and went to it. By putting his personal problem out of his mind during working hours, he had his full supply of courage for his job of selling.

One of the most common causes of selling fright is the expectation or knowledge that the customer has a definite and strong objection which he will bring up at some point in the interview. Right here many salesmen use the wrong

tactics. They try to frame the interview so that the customer will get no chance to voice his objection. This shows plainly enough that the salesman has selling fright. And his fright causes him to make a serious mistake.

A salesman whose income ran into five figures told me how he overcame this form of selling fright. One day, he suddenly realized how this kind of stalling interfered with his selling. He decided to take the bull by the horns. His method went to the extreme. He had found that price often loomed big in the prospective customer's mind. He picked out a man to whom he thought his price would be a hurdle. Sitting in the objector's office he began, "I dropped in to see you about taking on our line." Here he paused for an instant and eyed the victim speculatively. *"But of course, it will cost you a lot of money!"*

The prospect blinked a little and then began to get red. "Well," was the reply, "What of it? Don't you think I have the 'lot of money?'"

Thereafter the salesman stopped pussy-footing on buyers' objections. By taking hold of them right at the start he has found that generally the objection very shortly vanishes in thin air.

Selling fright often attaches to a buyer the wrong kind of a reputation. One case in point will illustrate a common experience. A Western buyer had the reputation of wanting to buy only in small quantities. A salesman coming for the first time into that territory had convinced himself that this customer would be better served if he would buy several times his usual quota of a certain kind of goods. The salesman expressed his belief to some brother salesmen. They laughed at him. He landed in the big man's office. The big man looked rather bored. The salesman began, "Mr. S—, I want to talk to you about buying \$50,000 worth of our goods in one shipment!"

The big man leaned forward with sparkling eyes. He smashed

his fist upon the table. "Good!" he said. "That sounds like real business." Then confidentially, "Say, d'ye know—I get tired of folks running in to see me all day long about \$200 worth of this and \$1,000 worth of that!"

Looking back it is easy enough to guess what had happened. A few salesmen who had selling fright and were content to accept little orders had given the buyer a reputation for ordering small. One man with real courage showed them how wrong they were.

Two more instances of the rewards for going over the top:

A salesman on taking on a new territory found that buyers commonly preferred to buy his kind of goods from a factory nearer by. He decided to open his talk in this fashion: "Mr. Smith, if distance is no barrier to you, I'd like to talk to you about taking on our line." More commonly than not the answer came, "Oh, I don't know why a few extra miles should stand in the way of our doing business together."

Again, a prospective customer told a salesman that his stuff was no good. The salesman began to laugh heartily. When he caught his breath he replied, "I've just come from a customer who says that he *knows* our stuff is rotten!"

The "prospect" joined in the laugh. "I guess they're not that bad," he said, opening the doors wide for a selling talk.

Several illustrations of this kind are given because they illustrate two important points. One is, that the more the salesman tries to dodge an objection, the more afraid he becomes that he may not be able to meet it at all. The other point is that the salesman's willingness to handle an objection immediately and courageously makes the buyer feel that the objection isn't a very real one after all.

#### THAT ENERVATING WAIT

Probably one of the most prolific sources of individual cases of selling fright is the sentence, "Mr. Jones will see you in a few minutes." The salesman sits down

## Readjustment of Business Means More Business for Us

That is an optimistic view of the great after-the-war period, provided we newspapers take advantage of our opportunities and help.

In hundreds, if not thousands, of cities and towns throughout the United States and Canada there are to-day manufacturers with plants many times larger than during pre-war days.

These manufacturers have been busy making war necessities. They have employed vastly more help than formerly.

They are up against a return to normal and the discharge of much help, or the exploitation of new and larger everyday products through newspaper advertising.

Our best method of approach and help to these industries is sincere and whole-hearted co-operation with advertising men and advertising agents equipped to handle the various and complicated merchandising propositions involved.

Not one newspaper office in a thousand is equipped to render the service required.

Any of us can take money for our printed space, but in this great opportunity we should conscientiously suggest and recommend retention of the most skilled advice obtainable. The new and enlarged accounts to remain permanent must be successful and resultful.

Let us co-operate with the advertising agents to the limit to produce new business, regardless of whether we as individual newspapers get first whack at each account or not. Let us boost newspaper advertising.

In order to encourage the advertising agents in their efforts to create and develop these new accounts we must arrange conditions so that they may secure compensation for the service they render by giving them advantage of our *net rates on both local and general business.*

There never was a time when it was easier to bring local gross rates up to the level of foreign rates.

By thus paying agents a commission on all business, local and foreign, except local retail accounts using, say, upward of 50,000 lines a year, we shall give the agents the support and encouragement they need.

Increased demands by advertisers in the way of service from the agents mean that it is now costing agents more money to care for business than formerly. The equalizing of local and foreign rates I am advocating would give the agents a 2 per cent. increase in commission. If our newspapers will do these money making (for them) things they will make readjustment mean more business to themselves.

OVER  
200,000  
A DAY

**The New York Globe**  
JASON ROGERS, Publisher

Member  
A. B. C.

and begins to kick his heels together. Minutes pass by. The salesman begins to think over what he is going to say. Tame stuff—how can he bolster it up? Will he really get away with it? As the wait lengthens, his spirits drop. Selling fright opens the door very softly and sneaks in.

When this happens, perhaps the best thing to do is to tell the switchboard lady that Mr. Jones is to be sympathized with; you'll call later, or on some other day.

One salesman I know always carries with him an absorbing book on some subject apart from business. When he has to wait he gets out the book right away and begins to read with all his might and main.

When Mr. Jones is finally ready, the salesman goes in to his room as fresh and spunky as when he first presented his card.

Very often, "Mr. Jones is off somewhere in the factory." In mentioning this situation, an officer of one company advised his men never to sit down. "To seat yourself," he says, "is to inform the telephone girl or window clerk that you are quite reconciled to a wait. To stand up or walk up and down advertises the fact that you don't see why Mr. Jones should not be looked up with vigor and dispatch. By standing up or pacing the floor nervously you also irritate slightly the attendants and thus make them anxious to dispose of you as quickly as possible."

Self-consciousness is considered by many the most ridiculous jelly-fish in the world—it "gives" under so little pressure. Often a trivial circumstance enables the salesman to make this discovery for himself, and an immediate cure takes place.

A young salesman employed by a famous house hit upon an idea which caused the board of directors to summon him for a discussion. The salesman didn't mind his mental tremors so much as the fact that his legs became suddenly hollow. On entering the directors' room he actually stumbled over a rug and fell before their

eyes. The formality of the situation immediately thawed. Two august directors arose to help up the unfortunate. Finding that they were human beings in spite of their epaulets the salesman immediately and automatically relaxed and went to it.

Selling fright can often be fought right across its hindenburg line by taking drastic measures. A salesman had called repeatedly but without results on one of the hardest buyers in a certain State. On a pleasant spring day he called again. He was told that his man had taken the day off to get his garden under way. The salesman secured the buyer's home address. Arriving there he removed his coat and hat, placed them on the lawn in front and sauntered out back of the house.

The buyer eyed the salesman in amazement. The salesman began, "I called at your office, Mr. H—, but was told that you were here. As I can't get a train for several hours and having no more calls to make I thought I'd come here and see if you'd let me help with the spading."

The hard-shelled one loosened a grin. "Come ahead," he said. The two worked away, and when the salesman was ready to go the buyer laughingly, pressed a real order upon him.

#### STARTLED INTO ATTENTION

Another salesman had been warned that the president of a certain gun plant was an almost impossible person to handle. In fact, the report went, one might as well stay away and spend the time on someone else. Arriving at the plant, the salesman was shown into the president's room. The president started right in to live up to his reputation. "Sit down," he snarled. Then he turned to read his mail. The clock ticked on. Apparently all thoughts of his visitor were out of his head.

The salesman finally arose in desperation and walked over to an open window. Before it was a table on which rested a loaded

(Continued on page 138)

# Small Town Customers of Uncle Sam

Over 20,000,000 individual subscribers contributed to the wonderful success of the Fourth Liberty Loan. Roughly that's an average of one to every family in the United States.

Considering that over 69% of the population of the country live in towns of 25,000 or less, some idea may be had of the immense amount of money that was subscribed to the loan by these small town buyers.

This enormous number of small town investors in Government Bonds live just as well and have as much or more money to spend for the necessities and luxuries of life as those living in the larger centres of population.

To manufacturers and advertisers wishing to reach this market **THE AMERICAN WOMAN** with 86% of its circulation in towns under 25,000 offers a minimum of waste circulation and a lower line-rate than obtains elsewhere.

## THE AMERICAN WOMAN

*"A Real Magazine of the Small Towns"*

Member of the Audit Bureau of Circulations

Western Advertising Office

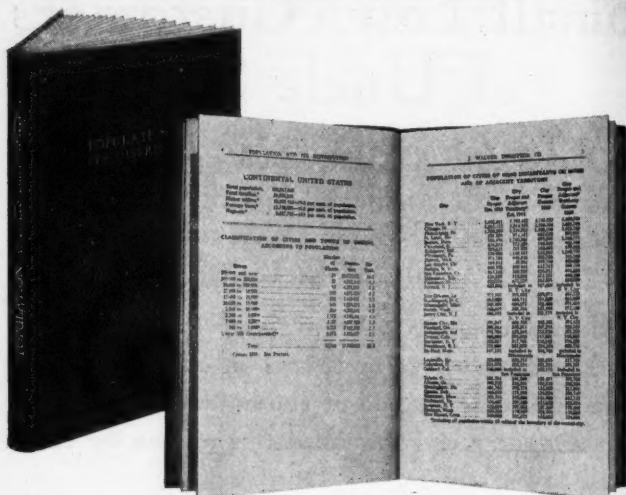
W. H. McCURDY, Mgr.

30 N. Dearborn Street, Chicago, Ill.

Eastern Advertising Office

WM. F. HARING, Mgr.

Flatiron Building, New York



The charge of \$2.50 for this leather-bound book covers its cost

## Peace has brought a new selling problem

**W**E have changed from selling to nations to selling to individuals.

What are we going to do with our production capacity which was *doubled* by the war (from 32 billions in 1914 to 71 billions in 1917)?

We must plan for selling enormously—to individuals.

To analyze your sales problem you must get an accurate survey of the people of the United States—the *buying public*.

For this purpose we have just issued a second edition of our book, "Population and Its Dis-

## A Few Facts From This Book

Do you know that New York City's increase in six years is more than the total population of San Francisco and New Orleans?

That from 1910 to 1916

Los Angeles gained.....	58%
El Paso " .....	62%
Muskogee " .....	70%
Winston-Salem, N. C. gained.....	81%
Boise, Idaho " .....	95%

These are not "munitions" towns.

Wisconsin has 177,127 farms with 86% operated by owners. Georgia has 291,027 farms with only 34% in the hands of owners.

How many farms in Illinois and Iowa?  
How many operated by owners? By renters?

In 1910 there were 228 cities over 25,000. Today there are 270. Which ones are they?

On what will you base your next sales quota for these places—on your past sales there, or on the number of new purchasers?

Do you know that Iowa decreased in population after 1900? What has she now?

Which has more people, Colorado or Kansas? Are there more purchasers in the City of Columbus or the State of Wyoming?

Our revised volume, "Population and Its Distribution" gives the number of people in every city, and in every town of 500 or more.

It contains the number of retail and wholesale dealers, classified by trades, in every state, and in every city of 100,000 or over.

tribution," which gives authoritative figures, classified and revised to date.

This book is for executives, more especially for those men who are determined that whatever changes may come in *their* business shall mean growth.



J WALTER THOMPSON COMPANY

*New York*

Chicago • Boston • Detroit • Cincinnati





# St. Nicholas The American Boy's Paid Subscriptions

Page advertisements in December Ladies' Home Journal and December 7 issues of The Saturday Evening Post and Literary Digest will carry The American Boy's Christmas message into the best homes in America.

We commend this page copy to your very best attention and ask you to *try it on yourself!* We want you to understand how parents look upon The American Boy; we want you to subscribe for your own boy, or some boy you'd like to help, so you can get the boy's view toward this great national boy magazine—*this powerful influence for positive good!*

Further, we ask you to get into the broad spirit of our Christmas Campaign for *earned* subscribers, by checking up our "copy" in December issues of St. Nicholas, The American Magazine, Woman's Home Companion, Review of Reviews, World's Work, Association Men, People's Home Journal, prominent boy magazines and a wide range of religious publications!

The Billy Byer Series will be continued in the Dec. 12 issue of Printers' Ink.

## THE SPRAGUE PUBLISHING COMPANY

EASTERN OFFICE  
E. S. MURTHY, Manager  
166 Fifth Avenue  
NEW YORK CITY, NEW YORK

J. COTNER, Jr., Sec'y-Treas.  
DETROIT, MICHIGAN

WESTERN OFFICE  
LLOYD H. BUNTING, Manager  
1115 LEXINGTON BUILDING  
CHICAGO, ILLINOIS



# Ban on Book Paper Lifted

But Restrictions Relating to Newsprint Not Removed

*Special Washington Correspondence*

**S**ELF-SACRIFICE at the call of the Government in the use of book paper is, for advertisers and publishers, a thing of the past. All restrictions imposed during the past six months by the Pulp and Paper Division of the War Industries Board are off. Rationing of book paper tonnage is at an end, regardless of whether the use be for periodicals, calendars, house-organs, catalogues, or what-not. By the same sign there disappears, insofar as Governmental compulsion is concerned, the recently fixed standards in paper sizes, weights and colors.

The notifications of this revocation that are going out this week from the War Industries Board are, as one official expressed it, "short and sweet." Each consumer of paper, say, for instance, a mail-order firm, will receive merely a three or four-line letter advising that the rules and regulations with respect to the use of book paper, drafted by the officials of the war agency in conference with representative paper producing and paper consuming interests, are forthwith wiped out and abandoned.

PRINTERS' INK is in receipt of the following telegram, under date of November 25, confirmatory of this action respecting the use of paper for direct advertising:

"The following will be sent out under date of November 27 to publishers of house-organs of all kinds, and to printers and direct-by-mail advertisers: 'From to-day all rules, regulations and restrictions governing publicity undertakings of publishers of house-organs, printers and direct-by-mail advertisers are hereby withdrawn. Approved. B. M. Baruch.'

"Thomas E. Donnelley, Director Pulp and Paper Division.

"Isaac H. Blanchard, Chief Paper Economy Section."

Although freedom from all re-

straint of use has been proclaimed in the case of all grades of book paper, the heretofore existing regulations and restrictions continue to hold without amendment in the case of newsprint. Moreover, the newsprint restrictions are likely to remain in force until February 1, 1919. That is the recommendation of the War Service Committee of the American Newspaper Publishers' Association, and it is also the judgment of the officials of the Pulp and Paper Section of the War Industries Board.

Two separate and distinct reasons have co-operated to bring about this sharp variance of policy with respect to book paper and newsprint, regardless of the uses to which either may be put. In the first place, the surveys conducted from Washington all go to show that the current status of the newsprint industry is very different from that of the book paper trade. While the book paper market in some quarters may be described as "soft," newsprint production is barely able to keep pace with demand. While many newspaper publishers have in storage what, in pre-war days, was accounted a normal reserve—say, about one month's supply—the mills have been unable in most instances to accumulate any surplus of newsprint worthy of mention.

It is the feeling at Washington that to throw down the bars on newsprint consumption, at the beginning of December, just on the threshold of a season of unprecedentedly heavy holiday advertising in the newspapers, would be to encourage a runaway market if not actually to invite disaster. Furthermore, the men in authority would like to get a little better idea of what is going to happen to export demand before throwing everything wide open on newsprint. Exports have been heavy in recent months, but it is

a conundrum whether this overseas demand will slump with the re-entry into the market of European paper producers, or whether as some specialists figure, there will be further increases as foreign newspapers get back to normal size. Privately, the paper experts at Washington are of the opinion that the release of newsprint owing to the discontinuance of some of the Government's war-time publishing activities will go far to compensate for any increase in export demand.

Second of the influences that have made for a prolongation of newsprint restrictions is the recommendations of the War Service Committee of newspaper publishers. The plea of the newspaper makers that the War Industries Board continue until February 1, 1919, all the rationing features of its war-time programme is due to a desire on the part of leading publishers that the newspaper press adopt permanently a number of the "reforms" that enter into this programme—revisions of practice such as those involving "returns," "overs," "free copies," etc.

There are far-sighted newspaper executives whose views have weight at Washington, who are firmly convinced that it behooves all users of newsprint to adopt regularly and for all time a policy of conservatism in paper consumption if price inflation is to be prevented. Their argument is that, even leaving out of consideration the question of future export demand, American consumers of newsprint must be prepared for an increase in newsprint consumption, out of proportion to what would be occasioned by the logical increase in the circulation of American daily and Sunday newspapers. The theory of a higher level of regular demand is based on the belief that many of the publishers of farm journals, house-organs, etc., that turned to the use of newsprint to meet war-time prices and emergencies will never return to the use of book paper.

The paper conservation cam-

paign, which was sponsored by the War Industries Board as a means of saving stationery, wrapping paper, etc., may be said to have ceased automatically with the end of the war, just as the cessation of Government demands for chlorine removed the menace that confronted advertisers of a deprivation of bright white paper. However, it is the hope and expectation of the executives at the Pulp and Paper Section that printers and advertisers will, for their own good, adopt many of the reforms that were introduced as necessities of the war period. For example, it is believed that it would be for the good of the entire paper-consuming public if the mills would adopt a policy that would eliminate special orders for small lots.

It is interesting to observe that although the officials of the Pulp and Paper Division at Washington have been more than willing to prolong the newsprint regulations because they feared the effect of a stampede for circulation inflation, Director Donnelley tells PRINTERS' INK that he has no fear that excesses in the distribution of catalogues, house-organs, etc., will follow the removal of limitation on the use of newsprint. His view was summed up in the remark: "We are in little danger from the forcing of circulation in the case of trade literature because there you always have the advertiser closely watching costs. No mere pride of circulation will persuade him to lengthen his mailing list if the circulation does not bring results. It is only the occasional newspaper or periodical publisher who deludes himself with the idea that quantity in circulation is desirable regardless of its quality."

While no official announcement is possible at this time, it is intimated to PRINTERS' INK that the Pulp and Paper Section of the War Industries Board will probably pass out of existence on February 1, 1919, regardless of the continuance of other branches of the War Industries Board.

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# R E I N S T

Collier's guaranteed-circulation clause will be reinstated as soon as definite word is received from the War Industries Board.

Collier's inaugurated the guaranteed-circulation clause in 1908, being the first publication of its kind to take so drastic a step. For ten years we have advocated that advertisers and agents buy circulation on this basis.

During the short period wherein the War Industries Board requested the elimination of the circulation guarantee, Collier's has delivered its "more than a million every week" as consistently as when the guaranteed clause was in effect.

***More Than a Million Every Week***

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# ST A T E D

Collier's reached the more-than-a-million mark with the issue of February 10th, 1917, and for the last ninety-four consecutive issues has been consistently above that mark.

The "More Than a Million Every Week" line appearing on our front covers means more than a million every issue; not merely a certain issue that should happen to run over the million mark.

## *Collier's* THE NATIONAL WEEKLY

J. E. WILLIAMS, *Advertising Manager*

*More Than* <sup>52</sup> *Million Every* <sup>Year</sup> ~~Week~~

# Advertising to Bridge Gap Between War and Reconstruction

Prominent Manufacturers Give Their Reconstruction Plans

SINCE the publication in last week's issue of the article "Great Sales and Advertising Expansion Wait on Labor Readjustments," PRINTERS' INK has received several additional opinions on the subject from prominent manufacturers.

To a large degree these expressions support the contention, developed in the previous article, that the extent of prosperity which we shall have in this country during the next year depends on whether or not labor is fully and contentedly employed. It is obvious that the only way that the millions of demobilized war workers and fighters can be quickly assimilated is for manufacturers to go after peace business in vigorous fashion.

Every opportunity that lies before the present products must be taken advantage of. And if that is not sufficient to absorb all labor, new products must be brought out and new enterprises established. In a nutshell the immediate and the imperative task before business is to find a job for every man and every woman that wants to work.

Wm. Maxwell, vice-president of Thomas A. Edison, Inc., sends us a statement of Mr. Edison's on this subject. Says Mr. Edison: "The business men of this country must see to it that employment is provided for our war workers and returning soldiers. There will be opportunities for patriotic service in this connection, and I hope all of you will do your part and encourage others to do likewise. We have shown our service stars and worn our Liberty Loan buttons with pride. Let us take equal pride in doing our share to make employment for the men who have worked and fought to win the war.

"Every business man should speed up his sales organization.

The salesmen of this country can do more than anyone else to keep the wheels of industry turning at full speed. The salesman had to take a back seat during the war but his time has now come. Give him a chance."

In commenting on his own sales policies, Mr. Maxwell says:

"Naturally our advertising plans wait somewhat on manufacturing developments. Our present advertising schedule does not run out until April, and we have so many more immediate problems that we are not at the moment giving a great deal of thought to advertising, but my present feeling is that we shall be inclined to increase our advertising. At any rate, our motto is 'full speed ahead.'"

The Standard Oil Company informs us that it intends to take back all its men engaged in war service, that it may introduce new products to its line and that it considers the business outlook very encouraging.

C. M. Lemperry, of the Sherwin-Williams Co., sends us this:

"The lifting of building restrictions opens up, of course, vast possibilities to our business, and there is every outlook of prosperity along the good old lines which have always carried us through peace-times and war-times on a good solid basis."

READJUSTMENT SHOULD BE GRADUAL, SAYS PACKARD

A letter from the Packard Motor Car Company shows how long it takes, from the purely mechanical standpoint, to switch from war work to regular commercial production.

"We have already started to make the readjustment back to peace conditions," states the concern. "We expect to resume production of our standard passenger cars and motor trucks as rapidly



as conditions permit. Considering our own future, the welfare of our employees, and the interest of the community at large, we desire to make these changes with the least possible disturbance of regular employment.

"From the time when a new set of blue-prints and a bill of material are delivered to the factory, about six months must elapse before finished vehicles begin to make their appearance at the end of the production line. From this it must be apparent that it is impossible to resume work on standard products in all departments at a given time.

"Our ability to keep our employees in continuous employment depends upon the co-operation of the Government with respect to contracts now in force. If we are permitted to make a gradual readjustment replacing war work with regular production in an orderly manner, I feel confident that practically all of the 12,000 men and women now employed in the Packard shops can be kept at work. From published statements of the Government's policy we have reason to hope that such will be the case.

"Even while operating the factory on a 100 per cent war basis, we have maintained a normal volume of advertising and we expect to continue doing so. Our advertising relates more directly to our reputation and good will in the field of transportation than it does to the immediate merchandising of vehicles."

A manufacturer of steam shovels employs nearly 2,000 people introduces this heartening note into the discussion:

"During the thirty-four years, since its establishment, our company has never laid off a single individual because of sub-normal conditions. On a few occasions we have been forced to shorten hours, even to the point of one or two days per week, but our people always have been able to pay the grocer and the butcher and the regular monthly installments toward owning their own homes.

"For this reason, I believe it is safe to predict that such conditions will prevail during the period of reconstruction. We look to see a rather brisk business in our line of heavy excavating machinery, however, and perhaps our problem will be to secure additional workers, rather than to provide a plan whereby those we already have may be taken care of properly."

#### LOOKING TO NEW INDUSTRIES

Another cheering contribution is from the Rome Metallic Bedstead Company. Here it is:

"Our present factory forces will, no doubt, be kept steadily employed and there is a possibility of their being increased somewhat, as it is our intention to add new industries and new items to our present output.

"These plans, while they have not been fully and definitely decided upon, will necessarily cause an increase in our advertising."

A very interesting survey of the situation as it applies to his company is given us by Maurice Switzer, of the Kelly-Springfield Tire Co. He says:

"It is our intention to keep our three factories going to their utmost capacity and to keep employed our present force, and in addition thereto all the old employees who return from the service. We anticipate no trouble in doing this as the demand for our products has always been in excess of the supply.

"While severe restrictions were placed upon our industry during the last six months of the war, we were able to keep moving along by reason of the work we were doing for the Government. As these restrictions are being gradually removed we anticipate little trouble in getting back to a pre-war basis, and as we have a great deal of business in sight, there is no necessity for us to add anything new to our line, nor any reason why we should increase our advertising appropriation, though of course we shall continue our publicity to the same extent as heretofore. In fact, while we changed

the character of our advertising, it was not curtailed during the war.

"In view of the fact that many industries have extended their plants to take care of war orders and the probability that these plants will be utilized for other purposes during the coming days of reconstruction when this country will have to contribute so largely to the upbuilding of the world, and the additional fact that America will succeed in a large degree to the business which Germany heretofore enjoyed in this country, we believe that there will be plenty of opportunity for all the labor available."

#### PEACE MARKET IS ASSURED

W. P. Werheim, advertising manager of Pratt & Lambert, Inc., gives us this optimistic statement:

"The situation in connection with this industry is undoubtedly somewhat different from that of a great many others, in that now that the war is ended, we expect greatly increased building activities, particularly in residential lines, where we have always done an immense amount of business. Unless there is some unforeseen cloud in the sky, we expect to be very busy this coming year, despite the necessary readjustments of all kinds.

"We do not know definitely just yet how far we will go with the advertising, but we do not expect to decrease it, and may increase it."

The only thing that will hold back an immediate building programme of enormous proportions is the unfounded belief held by many that there is to be a big drop in prices, and that it is well to postpone all construction until this drop takes place. There is no reason in economics, in practical business logic or in every day common sense to expect price demoralization. If anything there has been a slight advance in the price level since the signing of the armistice. It is, of course, reasonable to anticipate a slow recession in prices over a term of years, but this is going to take place so gradually that the loss

will be easily absorbed in current operations. The business man who has taken his profit on an advancing market and now says he'll rest idly until the bottom is reached again, is certainly not doing his part in reconstruction.

Fortunately, however, this class is in the decided minority. When they see that business is prospering, even though they are not participating, they will be eager to climb on the band wagon once more.

Building is bound to boom, despite the "watchful waiters." At the session of the Reconstruction Congress of the National Municipal League in Rochester last week it was predicted that during the next few years the world will witness the greatest period of construction it has ever known. PRINTERS' INK gets this same view from many other quarters. This opinion is held by the Truscon Steel Company. It says: "Our energies are now devoted to perfecting our organization to be of maximum service to prospective builders." P. & F. Corbin look confidently to the future for the same reason.

A large machinery corporation passes us this piece of information:

"There are several additional articles that we are planning to add to our line during the coming year. These are items along the lines of legitimate expansion that probably would have been undertaken earlier except for the fact that the building industry was badly interfered with on account of the war."

The Star Drilling Machine Co., of Akron, Ohio, has this to say:

"We consider it to be our patriotic duty to keep steadily employed as large a percentage of our factory forces as possible, until such time as conditions seem to have settled themselves to a pre-war basis.

"It is not our intention to add new lines, our forces will be engaged in manufacturing stock and making improvements on our properties."

The Cutler-Hammer Manufacturing Company is another con-

cern that looks for a lot of building. It adds:

"We do not believe there will be any trouble due to the release of the many munition workers and the Army, if given a little time to absorb the men by pushing the work in other departments and making new sales efforts.

"As to the advertising of the products, such as the C-H Seventy Fifty Switch, which we had advertised in one national advertising campaign, definite plans have not been made, although we had practically everything ready to start a second campaign early this fall, but war conditions and restrictions made this undesirable.

"As soon as the smoke blows away we may set this campaign in motion at once, although for a few weeks the decision will not be reached."

Robert E. Ramsay outlines the immediate policy of the Art Metal Construction Company in these words:

"Our factory has for many months been planning what it would do against the return of peace. With that in mind, we have used up almost all of our reserve stock of ready-made equipment, so that, even though we do not get any orders for our regular line of goods for a long time, we will be busy in the factories putting our usual stock on hand.

"Also we have held off several new things that we were working on until after the war was over.

"Our 1919 appropriation was passed about three weeks before the armistice was signed and it is interesting to note that it was for a substantial increase over 1918, although at that time we faced considerable reduction in raw materials."

Here is a very inspiring letter from the Troy Wagon Works Company, of Troy, Ohio:

"The main plan our company is considering at this time to keep our factory forces busy and contented is to so put on the pressure in the commercial field that we can fill our shop with orders. We might say in this connection,

however, that we believe our company has gone farther than the average concern in taking care of its loyal labor during times of trial. That is, there has always been a marked tendency with us to maintain our pay-rolls even when it was not apparently good business to do so. Possibly this is largely due to the fact that we are located in a small community and become much more closely associated with our labor than is true in larger cities. Viewed over a period of years, this policy has proved itself, in our case, to be one of sound business.

"There are many new phases of the trailer field which we have prominently in mind and our trailer opportunities appeal to us as so unlimited that we are not considering the addition of what might be termed 'new products.'

"Whether our advertising will be heavier than heretofore is a question which we have not yet fully decided but we are determined to continue as consistent advertisers."

#### INGERSOLL FAR BEHIND WITH ORDERS

William H. Ingersoll, after declaring that because of the great shortage of merchandise that everywhere exists, labor will continue to be employed at high wages, goes on:

"So far as our enterprise is concerned, we are not in need of entering any new fields of manufacture to employ our facilities. Due to the special demands of the war there has been brought about a general shortage of watches of our class, but it will be a long time before our whole facilities can make up the existing shortage among the general public.

"As to our advertising, it will be done on a normal basis. The whole world is calling for our goods and it will be our purpose to maintain our position before the public but not to exceed our normal advertising effort."

The Corticelli Silk Mills express much the same views and so does Jacob Pfeiffer, president

of the Miller Rubber Company.

Deere & Company say that the world-wide food scarcity will keep all the implement industry 100 per cent active for the next few years. They add:

"We will spend a little more money this year than in the past for advertising space in farm papers. Our other advertising will run approximately the same in volume, but necessarily will mean a greater expenditure of money because of increased cost, etc."

C. H. Clark, advertising manager of the Robbins & Myers Co., tells why his organization will be able to resume normal selling almost at once. It is a condition that will apply to many other concerns. He states:

"We do not anticipate that the ending of the war will very materially affect our business. The work we were doing for the Government during the war period consisted principally in furnishing our standard motors, such as we have furnished the Government in the past, and motor users in general, and taking on Government orders simply meant that we had to cut down on our deliveries to private consumers and furnish larger quantities to the Government."

"We do not, at the present time, anticipate adding any new line, for it seems very probable that in the reconstruction work to follow the war, there will be a large demand for motors, just as there was during the period of the war. It also seems very probable that manufacturers of small motor-driven devices who were restricted in their output during the war period by the War Industries Board, will return to their pre-war production just as quickly as possible and this will mean a larger demand for motors to operate these devices."

John R. Morron, president of the Atlas Portland Cement Co., gives us this information about his plans. He states:

"Our company expects to continue to manufacture Atlas Portland Cement at about the same ratio as it has during the past year.

"We expect to advertise perhaps to a slightly greater extent than during the war period."

The Evinrude Motor Company say that if they are allowed to operate for the Government for sixty days they will be able to shift to a peace basis without any loss to their employees. Going on the company says:

"Before the war we had begun the manufacture of the Evinrude Stationary Oil Engine. We have now been unable to do much with it as Government production interfered just about the time we got fairly well started. We shall not be able to produce a great many oil engines in our present plant but, after the war, intend to increase our facilities so that we can build up a large production of these oil engines in sizes ranging from 1½ H.P. to 10 H.P."

"We are very enthusiastic about the outlook for the rowboat motors, and believe that our advertising schedule will be heavier than it was last year, although conditions are still too uncertain for us to say definitely just what it will consist of."

A very comprehensive statement of policy comes from the Studebaker Corporation. R. C. Sackett, writing for the company says:

"Up to the present time we have had very few cancellations of war orders, and just as soon as possible we will again get into the production of automobiles. However, there is bound to be a lapse of several weeks between the end of our present production and the beginning of new production which it is a physical impossibility to overcome. We have already started to advertise more heavily than we have been doing during the last few months so that after the first of the year we anticipate getting on to a rather comprehensive advertising programme for 1919 business."

"Regarding exceptional experiences in advertising. I can only state that we have had better results from our 1918 advertising and have really accomplished

(Continued on page 25)



**B**UCKEYE COVERS, because they are made in great quantities under exceptional manufacturing conditions, are an essential factor in the National economies that are being effected through the wider use of Direct Advertising. Pound for pound, they represent a lower consumption of coal, labor and transportation than any other papers of equal quality and utility.

BUCKEYE COVERS outsell all other brands combined, because printers and advertisers have found them *best regardless of price* for most Direct Advertisements.

## THE BECKETT PAPER COMPANY

**MAKERS OF GOOD PAPER**

**In Hamilton, Ohio, since 1848**

Dealers in all Principal Cities

Member Paper Makers' Advertising Club

## Any Advertiser Can Do It

On his reading-table were those magazines that anyone who has to do with advertising has to read. They represented his source books, as valuable to him as an advertising man as any row of leather tomes are to a lawyer.

But his wife read for the fun of it. And because he placed a most justifiable reliance upon her good taste he used to watch which one of the new magazines she picked up first. Month after month it was the same. Without hesitation she went to the table and selecting Photoplay retired with it to her favorite chair.

"Why always Photoplay?" asked the Advertising Husband one evening.

"Oh, I don't know. I just like it best."

"But you must have some reason."



"Well, I love the pictures and the articles interest me and the stories never bore me. It's fun to read about folks



I see on the screen and find out how they do all the stunts and—I can't explain it exactly. I just like it."

"Ever read the ads?" ventured the husband.

"I guess I do. I hadn't thought about it, but it must have been an ad in Photoplay that made me buy that butter substitute the other day."



This suggests an experiment for you advertisers who are still to be convinced of Photoplay's unusual grip. Spread out six or eight magazines on your table and watch which one the women read—and read through—PHOTOPLAY.

*Have you studied in one complete exhibit the way the war has affected advertisers' appropriations and copy? You will be interested in "The War and the Nation's Advertisers." Sent free on request.*

# PHOTOPLAY

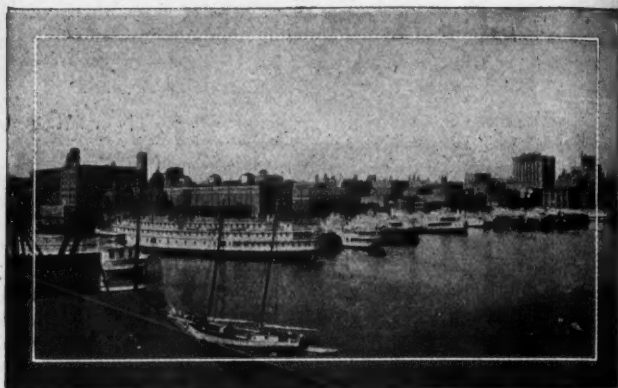
*The Magazine of the Fifth Estate*

W. M. HART  
ADVERTISING MANAGER  
350 NORTH CLARK ST.  
CHICAGO

NEW YORK OFFICE, 185 MADISON AVE.



## Baltimore's Industrial Growth Has Amazed the Commercial World



*View of Pratt Street water front from Harborside. Baltimore has over 40 miles of wharfage space.*

SO widely are the advantages of the city becoming known that there has been, in the past three years, the astonishing total capital invested or to be employed in improvements of \$160,000,000.00! It is a conspicuous fact, also, that munitions and war materials, comparatively speaking, represent but a small part of this vast sum. Fertilizer, machinery, steel, aluminum, ship-building, public utilities and many other lines included on the list are likely to prosper even more with the return of peace.

Significantly enough, circulation increases among Baltimore newspapers, anything like in keeping with Baltimore's phenomenal industrial growth, are confined to The NEWS alone. It is such gains as 25% daily and 48% Sunday in ONE year and 33% daily and 87% Sunday in TWO years, based on October net paid averages, that have jumped The NEWS from third to first place in the Baltimore field. It is such unequivocal presentation of FACTS as The NEWS gives its readers, not only on November 7, "peace hoax day," but every other day, that is speeding its growth and solidifying confidence in its news and advertising.

You get circulation, not duplication—the exact figures presented to you as unequivocally as The NEWS denied the signing of an armistice on November 7—when you place your campaign in the NEWS. And the rate per thousand is the lowest of any Baltimore paper or combination of papers.

*For MORE Baltimore Business Concentrate in*

## The Baltimore News

Sunday NEWS circulation nearly doubles in two years!

October Net Paid Averages	Daily	Sunday
1918	113,840	123,205
1917	90,988	83,262
1916	85,352	65,745

DAN A. CARROLL  
Eastern Representative  
Tribune Building  
New York

*Howe S. Webb*  
Advertising Manager

J. E. LUTZ  
Western Representative  
First Nat'l Bank Bldg.  
Chicago

more with a much smaller expenditure than we ever have in the past. It has been our plan to use quite small copy, generally not to exceed two columns by seven inches. Instead of using larger copy we have run this not once a week nor in Sunday sections which are generally crowded and in which it is necessary to use large copy in order to attract attention at all. Small copy has appeared generally three times a week on alternate days, and has been of a nature that it has been almost impossible to bury the copy regardless of its position on the page. We have found that this copy had had the effect of keeping our name almost continuously before the public in the cities where it has been used and appearing every other day the reader soon becomes so accustomed to seeing it that he really cannot tell whether the copy has appeared every day in the week or every other day. The effect is almost as continuous as it would be if we ran copy every day in the week, and practically all of this copy has been run on a fifty-copy co-operative basis with our dealers."

#### ADVANCING TOGETHER

Edward Freschl, president of the Holeproof Hosiery Company, urges the necessity of sounding the optimistic note when he says:

"While there may be a slight let-up in business due to uncertainty on the part of the smaller merchants as to what is going to happen, if the manufacturers and the people in the primary markets keep their backbone up, it will have an encouraging effect all the way down the line and will soon bring conditions around to normal.

"As to advertising, we never have for a moment let up in our activities in this field during the war and we are going to keep on stronger than ever."

And in the meantime come in reports from all sides of industries operating under the tremendous pressure of heavy business despite the cancellation of nearly two billion dollars' worth of war

contracts during the last few days. This item taken from the New York *Daily News Record* is a typical example:

"In spite of the ending of the war and the official report that more than 2,000 looms are to be added to those now working overtime to meet the Government demand for more than 29,000,000 yards of webbing by the first of next March, there is no prospect of the manufacturers being able to meet even a percentage of the trade requirements, it is said.

"The suspender and garter trade all over the country is much concerned at the outlook for there is no relief in sight for the shortage. Last year's advance in webbing prices, estimated at about 100 per cent, will undoubtedly be greatly increased during the coming year and in many cases webbing will be absolutely unattainable. This, it is said, is of vital interest to the suspender and garter manufacturers—many of these who supposed that they were under cover have webbing stocks only sufficient to last until the middle of next spring.

"The unusual conditions in the webbing industry are said to be due to the Government's decision that webbing outlasts leather for military purposes. Webbing has been selected exclusively for belts, rifle slings, cartridge and pack belts.

It is next to impossible, according to the trade, to say when looms will be free to take up manufacturing for civilian purposes. Meanwhile it is not improbable that a number of suspender and garter manufacturers will retire and that the retail trade will be up against a veritable famine."

#### Johns-Manville's New Advertising Manager

Walter Scammon Lockwood has become advertising manager of the Johns-Manville Company, New York. He has been advertising manager of the Toledo Scale Company, Toledo, O., for several years. Mr. Lockwood is well known for his story, "De Luxe Annie," which has been dramatized and has been successful as a play under the same title.

# Big Increases Coming in Printing Costs

Advertisers Will Have to Share the Burden of Printers, Forced to Pay Higher Wages

THE advance in the wages of press feeders in New York, resulting from the award of the National War Labor Board last week, presages a heavy increase in all printing costs in the immediate future. Advertisers will have to pay more for their catalogues and other printed matter. What the effect will be on advertising rates in publications remains to be seen.

While the decision just rendered applies to only one printing employee's union, located in a single city, the results are bound to be far reaching.

Seven organizations of employees laid their cases before the Labor Board for arbitration, and it is generally believed that a wage increase will be awarded the pressmen, compositors and other printers as well as the feeders. Until the several awards are handed down, just what the total advance will amount to cannot be stated.

Also, while but one city is affected, the advances, whatever they may be, will presumably become effective in all other large printing centres. Already employing printers in Chicago have granted higher wages to their men. What are termed by employers to be "preposterous demands" have been made in Cincinnati. One printer there has said that the demands can't be conceded—"but they will be, nevertheless," says a prominent New York printer who has just gone through the conflict.

The press feeders belonging to Franklin Union No. 23 of the International Pressmen's and Assistants Union (New York) were working on a wage-scale of \$24 a week when they went on strike last month for an increase of \$6—a twenty-five per cent advance. In October, 1917, the scale was \$18.

The \$24 scale was agreed to in June, 1918, and the contract between employers and employees had several months to run when it was broken in October. All efforts to arrive at an amicable adjustment between the parties to the contract proved without avail and appeal was made to the National War Labor Board at Washington. The decision just rendered is the result of this appeal.

According to the award the wages of all members of Franklin Union are increased six dollars per week, to take effect as of October 21, 1918. The award is to continue "for the duration of the war except that either party may reopen the case on May 1, 1919, for such adjustment as changed conditions may render necessary."

## HIGHER PAY IMPERATIVE, SAYS WALSH

In announcing the award, Frank P. Walsh, joint chairman of the National War Labor Board, gave the following opinion:

"By the award granting the pressmen and assistants of New York a wage increase of \$6 a week, the board has gone no further than the barest justice demanded. The pressmen were receiving \$24 a week. This was \$4 a day, which is the prevailing wage for unskilled labor, and the wage paid the unskilled laborer is never more than enough (sometimes not enough) to meet the costs of the plainest physical necessities. Yet these men, whose work requires skill and training, were paid on the same basis.

"Though the award gives them a twenty-five per cent increase in wages, it does not bring their pay much higher than would have been necessary to make the increase in accordance with the increase in living costs. This method of measuring justice by the ratio be-

tween previous wages and present wages, and the ratio between previous living costs and present living costs is unsatisfactory, for it assumes that purchasing power should remain stationary: it assumes that wages in 1915 (or at whatever time you take as a basis) were adequate. These 2,500 pressmen were receiving in 1915 \$17 a week, which was insufficient to maintain their families. They now receive about the same wage, so far as actual purchasing power is concerned. Still there are pressmen in the United States, many living in cities, who receive a lower wage. The Chicago pressmen showed before this Board that the cost of living was not appreciably different in Chicago and New York; but the Chicago pressmen were given a wage of \$24 a week."

Exhaustive investigations by the staff of the National War Labor Board, it is said, have demonstrated that 72½ cents an hour or \$34.80 a week for forty-eight hours' work, is necessary to sup-

port a family in health and reasonable comfort. Any wage less than this is penalizing the worker's family for the benefit of the employer, or the general public.

Members of the Association of Employing Printers, Printers League Section, of the City of New York, who were interviewed by PRINTERS' INK were a unit in their belief that the Labor Board will grant increases to the other printers' unions which have appealed to it. The question, therefore becomes, what will be the effect on the printing industry; how will printers meet the advanced costs?

Publishers of magazines and business papers, according to Charles Francis, will very generally accept the increase that the printers must bear in printing the periodicals. This will be a voluntary abrogation of contract on the part of publishers. Mr. Francis knows of only one or two publishers who are inclined to compel their printers to abide by the terms of their contracts. In the

**The  
George L. Dyer Company  
42 Broadway  
New York**



**Newspaper, Magazine  
and Street Car Advertising**

**Publicity and Merchandising Counsel**

case of one large periodical that he mentioned he said a refusal on the part of the publisher to accept the higher costs that are coming, would have meant that the printer would have been driven into bankruptcy.

Several printers in New York, each of whom prints a number of periodicals, would presumably be affected the same way. Nothing would be gained, Mr. Francis stated, if publishers were to make arrangements for their printing outside New York, for unions in other cities will demand—and get—higher wages just as soon as the New York decision becomes known to them.

The business manager of another printing house, which makes a specialty of publishers' printing, tells PRINTERS' INK that no definite action will be taken by his company looking to higher charges to its customers until the Labor Board renders a decision in the cases of the other unions. He believes, however, that publishers and printers will get together and arrive at an amicable decision.

#### PUBLISHERS WILL BACK UP PRINTERS

Charles E. Hawkes, secretary of the Printers' League, points out that the position of the printers regarding their contracts with publishers is much the same as that of the unions with the printers. If the contracts remain in force, the printers will, in many instances, go bankrupt. The previous demand of the employees was borne, largely, by the printers, but the present advance reduces profits to the vanishing point. The matter will be taken up with publishers individually and on the grounds of equity the latter can do nothing but accept the burden.

R. J. Cuddihy, of the *Literary Digest*, has expressed the publishers' position in a succinct manner. "They will abide by the decision of the War Board, as they agreed to do when the Printers' League appealed to Washington. How the publishers will bear the burden is another matter. It will be a hard thing

to determine how the increase is to be distributed. Each publisher must work it out for himself."

It is not only in the field of periodicals and business papers that advertisers will have to bear an additional burden. Catalogues and all printed matter will cost more to produce. P. C. Hill, in charge of the catalogue department of the National Cloak & Suit Company, is of the opinion that the amount of the increase that buyers of printing have to shoulder depends upon the manner in which printers have been financing their business. If they have been working on too close a margin of profit, because of competitive conditions or otherwise, they will necessarily have to charge more for their work.

O. E. McIntire, of the Charles William Stores, Brooklyn, states that there will be no curtailment in anything his house is doing. "It will cost us more money—that is all," is the way he puts it.

This, in brief, is the way advertisers will be compelled to look at it. They have seen the prices that they receive for their products advancing, and now economic conditions bring about an increase in the figure they must pay to sell these goods. It will cost them more money—that is all.

#### Wurzburger Manages Nast Publications

Francis L. Wurzburger has been appointed general manager of Conde Nast, Inc., New York. Mr. Wurzburger has been prominent in the advertising field for a number of years. For the past two years he has been with the Hearst organization as publisher of the *New York American* and business manager of the *Cosmopolitan*.

#### Bergfeld with "Motor Life"

M. A. Bergfeld has been appointed advertising manager of *Motor Life*, New York. He was advertising manager of the *Chicago Herald* before its consolidation with the *Examiner*, and before that was eastern advertising manager of the *Chicago American*.

#### New Sales Service in Seattle

J. M. Finley has organized the Finley Sales Service in Seattle.

# RECONSTRUCTION

You cannot rip the world asunder, drench it in blood, lay vast portions of it in utter ruin, upset economic traditions, create new standards and then restore it all by a Treaty of Peace.

The task of War seemed stupendous—the task of Reconstruction is amazingly more difficult.

In the purely physical aspect of Reconstruction, no other class of men will play so important a part as the engineers of the world.

And no other class of publications will wield the power of the engineering journals.

There are buildings to erect, swamps to drain, rivers to harness, mountains to move, bridges, highways and railways to build, coal and ore to mine, chemical industries to establish, machinery to make. And the basis of it all is engineering,—civil, mining, electrical, chemical and mechanical.

Thousands of plants must return to their normal tasks; labor problems must be met in a spirit of fairness to all; economic problems which vitally affect American business must be solved.

In all of these things it is the duty and very great privilege of the industrial journals of the country to lead and interpret.

Believing this, McGraw-Hill Publications are pledged to do their part in the work of Reconstruction with unstinted vigor and in a spirit of service to our country, our people and our industries.

## McGraw-Hill Publications

Member of Audit Bureau of Circulations

**Serve a Buying Power Aggregating**

**Billions of Dollars**

**Annually**

Power

Coal Age

American Machinist

Electric Railway Journal

Engineering & Mining Journal

Electrical World

Electrical Merchandising

Engineering News-Record

Chemical & Metallurgical Engineering



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# The Magazine of RECONSTRUCTION

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NOW that the public has turned its attention to individual and industrial reconstruction; getting this job back or building up that trade; applying the lessons it has gone through fire to learn; meeting the new problems that are rising out of the war;—McClure's Magazine will apply itself to a solution of these problems, and to bringing true the best ideals of the nation.

A series of vital and searching articles on the various phases of Reconstruction begins in January—

## McCLURE'S

McClure's advertising rates are based on a circulation of 500,000, but advertisers in the February number will receive without extra cost circulation far in excess of this amount.  
FORMS for February close December 10th.

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# Italy Invites America to a Rare Opportunity

She Wants to Keep the Teuton Exploiter out, but Must Have Our Help—Great Possibilities

By J. T. M.

FROM Italy there have recently come courteous intimations that official action by the United States, aiming at the prompt and intensive development of economic relations between the two countries, would be greatly appreciated. Direct requests on certain specific points have been made by the Consulta—the Italian Foreign Office—to our State Department and associations of Italian business men have announced their desire to get in communication with organized representative groups in this country.

Although the United States has an Embassy in Italy and the latter country, as one of the great world powers, is entitled to all the amenities and marks of honor and consideration from the other great powers, we have not maintained the office of Commercial Attaché to our Embassy in Italy as a part of our official representation there. The functionary filling a similar office in France has been supposed to attend also to Italy. Of course it is a fact that an American Commercial Attaché in Rome, if there had been one there in the period before the war, would have had an idle time of it. Matters are different now and Baron Sonino, the Foreign Minister, has manifested an eager desire to see the office filled.

Italy was bound and gagged in the economic grip of Germany. Now that she has been casting off the fetters, she is most anxious to see measures quickly adopted so that her industry, commerce and finance may not again be ensnared in the toils of the Teuton. It is almost pathetic, it is certainly touching for the American observer, to see Italy appealing to us with such frank confidence for

aid in building up her economic edifice under new and free conditions. She has addressed herself to this country as one having a right to make an appeal to a land in which her sons have had so important a part in the material upbuilding; but her appeal is couched in the language of gentility, yet with all the stress that she regards permissible to indicate the urgency of her need. She has asked that authoritative business representatives come from America to study her requirements, to counsel with her in the formulating of her new business policy, to prepare for reciprocal commercial relations between the two countries.

## MEN OF TECHNICAL EDUCATION WANTED

Specifically she desires Americans of engineering training, experienced in the steel and iron field and familiar with the machinery requirements of modern industrial plants, to visit her northern territory and lay the practical plans for the reconstruction of her war-devastated areas, and for the establishment on her own soil of industrial plants that will help to prevent her from becoming a victim once more of German methods, and that will further her purposes of vindicating for herself a large measure of economic self-efficiency.

The Italian Government has ordered the preparation of an "anti-dumping" bill and other projects of law aimed against German encroachment in the future. In the principal cities of northern and middle Italy, the light and power plants, the street railways, express and trucking business, harbor transportation, as well as manufacturing enterprises, com-

mercial banking and the public press, were to a greater or less extent under the control or influence of Germans, marshalled and directed from Berlin. Italy is now eager to make sure that she is permanently liberated from the systematic enslavement to which she had been subjected. The time to act, she feels, is while her wounds are still fresh and her warlike spirit still aroused, and before time leads to the fraternizing of the peoples recently at war, and before the Germans have a chance to get well started with their plans for reconquering their commercial supremacy in Italy. Americans are urged to aid in the development of Italian water power resources and to provide materials and guidance for the installation of modern factories in new locations throughout the peninsula to meet the opportunities of the concentration of labor and special industrial requirements. Help also is wanted for the nation's agriculture.

Italy, through the combination of circumstances, is thus one of the most attractive fields for export enterprises that our expanding business could hope to find. The amazing extent of the German domination over this progressive, industrious people, now thoroughly knit into unity, makes the opportunity all the greater since the German has been rather completely ousted. Italians are convinced that if they do not start at once in the race, they are liable to be left hopelessly behind. Statesmen and economists are frank in declaring that not a moment is to be lost if their country is to be saved from falling back into the ranks of the second-rate nations. Left alone at this time, they fear that Italy is doomed. Only from America do they see hope of salvation.

Italy, from the financial standpoint, is potentially in good shape. In reality, of course, she has stretched her immediate financial resources, having used them with splendid prodigality in her marvellous war support, so that she must now look to this country for

banking co-operation to tide her over her temporary need. She is short of food, and America has included her among the nations to be rationed, but she is impatient to be freed from assistance in this regard and, if furnished with agricultural machinery and supplies, she will undertake to turn the scale rapidly in her favor. Young, as a nation, with her aspirations for territorial integrity at last fully satisfied, Italy is ready to turn her youthful giant strength to the creating for herself of the conspicuous place among the nations to which her great record of culture and of service to civilization justly entitles her.

Keen disappointment will sweep over the Italian people if the lapse of time shows that the confidence which they had founded on the United States was misplaced, if their keen enthusiasm to get to work and to exploit their organized man power, the resources of their country and the riches of its accumulated genius is dampened, and if the spectre of unemployment, already admittedly dreaded, turns into a reality. Depression, in Italy's case, would be grievous, if not fatal. The German will be at the door, hungering for a chance to enter and to exploit the land.

Although the demands on this country from the peoples who have suffered in the war on the side of right and justice are multiple and perplexing, it is to be hoped that the exigencies of Italy, which chivalrously threw in her lot with the Allies when the outlook was at its blackest, and helped to hold the line till America was ready to enter and turn the scale, will be adequately attended to and that a great people will be helped to make the best possible kind of a start on a great world career.

### W. D. Hoard Dead

W. D. Hoard, ex-governor of Wisconsin and publisher of *Hoard's Dairyman* and the *Jefferson County Union*, died at his home at Fort Atkinson, Wis., on November 22, after a long illness.



RELY ON THE LABEL

## DOVE MILL BRISTOLS

in any of their various grades and tints

possess a substantial dignity of appearance. They combine elegance with economy—well in keeping with the conserving order of the times. And they are *versatile* in use. For the artistic announcement—the enclosure—the combination mailing—folder and order card—for a score of other forms of Direct Advertising—they secure distinction, durability and permanence. For the production of beautiful *Christmas Cards* we strongly recommend the use of Dove Mill, *Antique Finish*.

**George W. Wheelwright Paper Co.**  
BOSTON, MASSACHUSETTS



- IRVING T. BUSH  
COSMO HAMILTON
- ROBERT W. CHAMBERS  
Between him and the Great Secret the Hun still stalked, but there was a Woman whom Love made watchful.
- LEROY SCOTT  
A Daughter of Two Worlds  
Much more than sheer luck stands between a woman's past and her present.
- JOHN N. WILLYS and B. C. FORBES  
America Shall Rule the Air  
One airplane is worth a thousand men, said Lord Kitchener. That suggested something to John N. Willys.
- REX BEACH  
The Winds of Chance  
Howard Chandler Christy
- EVANGELINE BOOTH  
The Tomorrow of the War  
Pierce Phillips chances upon Romance, but Poldon Doret strikes Gold.
- ORLEY M. DUNTON, U. S. M. C.  
Missing Up the Prussian Guard  
Drawing by Georges Scott
- K. C. B.  
Two Hours on Fifth Avenue  
Up the Avenue of the Allies on a bright October afternoon during the Liberty Loan Drive.
- ROTOGRAVURE  
"Mater Dolorosa"
- SMITH AND BACON  
'Lightnin''  
The Play of the Month—"Lightnin'"
- CARDNER TEALL  
Christmas in American Art  
Most American Painters seem to have neglected Christmas.
- E. J. DILLON  
"The Eclipse of Russia"  
The Book of the Month—Ever since the dawn of her history Russia has vegetated apart.
- HENRY SMITH WILLIAMS  
High Explosives + Higher Mathematics  
Science of the Month—Airplane bombers press the button and gravity does the rest. But it's a Shot, not a Drop!
- BRUNO LESSING  
Upholstery  
Cleopatra and all the Ptolemies sat upon chairs; they—the chair—doublets had to be upholstered.
- CHAMP CLARK  
My Autobiography  
The Minority Leadership in Congress is a Man's-Size Job—and some real men have held it.
- PAUL H. NYSTROM  
How About Business?  
The Industrial Forecast for the Month.
- COVER  
America Triumphant
- 422 GERALD LEAKE  
424 VINCENT ADERENTE  
425 CAYNE DE MEYER
- 438 C. PATRICK NELSON  
441 ARMAND BOTH  
444 PHOTOGRAPHS  
446 HOWARD CHANDLER CHRISTY  
450 PORTRAIT  
451 DRAWING BY GEORGES SCOTT  
452 DECORATION  
453 LUCIEN JONAS  
454 PHOTOGRAPHS  
456 EANGER IRVING COUSE  
457 DECORATION  
458 PHOTOGRAPHS  
460 M. LEONE BRACKER  
462 PORTRAIT PICTURES  
466 DECORATION

PENRHYN STANLAWS

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## Good Times in Zanesville, Ohio

*No community in the country will gain more in the change from War to Peace conditions than Zanesville, Ohio.*

*Zanesville had no munition factories, cantonments or other exclusively war industries.*

*Her iron and steel mills now have orders that will keep them busy for two years. Her glass factories are running three shifts with a clear track ahead. Her tile factories (the largest in the world) are choked with orders. Her big potteries are again in complete operation. Her brick plants are in full blast making road and building material. Her big railroad shops are expanding. Her agricultural implement and machinery plants are busy. Her coal fields are working at high pressure. Her oil operators are straining every nerve to increase production. New natural gas wells are being added. Coal, oil and gas leases and bumper crops at high prices are making the farmers wealthy, and additional men are being put to work daily in the factories, shops and mines.*

*Zanesville was busy during the war but not nearly so busy as she is now and will be during the reconstruction period. Her principal industries manufacture building and road-making materials, the demand for which is unlimited and will continue to increase.*

*This community of 100,000 population is thoroughly covered by The Times Recorder, which, with its 20,000 circulation goes into 19 of every 20 city homes and four of every five village and country homes, making the use of any other medium an unnecessary extravagance. Its space is sold at the very low price of three cents a line flat.*

*The Times Recorder is represented in the National Advertising field by Robert E. Ward, 225 Fifth Ave., New York City, and Mellers Building, Chicago.*



# When Only Salesmen with Technical Training Will Do

Some Machinery Needs to Be Demonstrated to Stay Sold—Ability to Speak the Language of the Country of Secondary Importance

By S. T. Henry

Vice-President, Allied Construction Machinery Corporation, New York

LARGE and permanent export markets for standard American engineering machinery can be built up abroad by the introduction of American methods of using such machinery.

The introduction abroad of American industrial methods was a slow and tedious process, until recently. Several large American manufacturers had, however, conducted such introductory work with marked success. They had sent into various countries of the world sales engineers, who were well grounded in the use of their machinery. While these engineers went as salesmen, their work was to educate the engineers and the industrial men of other countries regarding American methods. They had to show these prospective customers why our way was the cheaper way. They had to prove that the use of our standard machines would produce results more quickly and economically than special machinery. These men worked under great handicaps. But they made good. They demonstrated that it was then highly practicable to sell standard American machinery instead of merely taking orders that were offered for special machines.

In the last two or three years conditions have changed completely. The world has learned more in that time about American engineering machinery and American engineering methods than could have been forced upon it in a generation through the most strenuous commercial efforts. Engineers from everywhere know the wonderful results our forces have achieved in building, equipping, and operating port works, rail-

ways, highways and machine shops in France. The world is ready now to adopt American industrial methods.

That this change has occurred is demonstrated by the character of the inquiries that are being received by every American manufacturer of engineering machinery who has made any real effort to secure export business. The great bulk of engineers from overseas do not inquire now about the technical details of the machines only. They want to know how the machines are used. They want to know whether the problems that they have to meet can be solved by American methods. The whole industrial world wants to be educated in our way of doing engineering work.

If the opportunity is handled right, no limitations of the trade possibilities thus presented need be considered. The thing is to put the work in the hands of men who are thoroughly schooled in American methods of using American machinery. It goes without saying that these men must have commercial sense. They must know how to deal with other business men. But, above all, they must have the "know how" of what they are trying to introduce. They must be able to sell ideas, not merely to take machinery orders.

THEY SELL THE WORK THE MACHINES ACCOMPLISH

A few examples may illustrate how engineer salesmen of such qualifications work. These examples also will indicate the type of men required to introduce American engineering methods and to sell the standard American machinery used in following such methods.

Portion of address before the Technical Publicity Association, New York.



Take the largest American manufacturer of mining machinery: This concern and its predecessors consistently have followed for a generation a policy of using engineer salesmen abroad. The company has branch offices or agencies in all of the countries in the world where mining and quarrying are done on any considerable scale. In each of these branches or agencies there is located one or more engineers who have had considerable experience in American methods of mining and quarrying.

These men are actually selling drill holes in the rock and tons of ore in the car instead of rock drills and compressors. When a new proposition comes up they help to study the conditions to be met and advise what equipment is best suited to these conditions. In the case of existing works they must go right in and prove how American machinery and American methods will save money as compared with what is being used. When up against cheap peon labor in Mexico, for example, it is not easy to get a native mine owner to substitute an expensive mechanical plant for plentiful hand labor. He must be shown that the cost per ton of ore brought to the surface is less with such a plant.

Work of this kind is too deep water for a commercial salesman who can readily switch from shoes to millinery. It requires men who know from experience what the customer wants to know. Men of these qualifications become practically a part of their customers' organizations.

Here is another case: American saw-mill machinery is used quite extensively in a far Eastern country as a result of the work of a single American engineer salesman. This man knew thoroughly American methods of cutting timber, handling logs and running saw-mills. When he went to this country a few years ago he was totally unfamiliar with the language. He went out and lived among the timber operators, where he learned their language,

their customs and their conditions. He did not meet the peculiar demands of the local lumbermen for machinery. Instead, he showed them how American methods could cut more and better lumber for them at less cost. These American methods required standard American machinery.

Scarcely a logging or a saw-mill job comes up in that country now without this man being consulted in regard to it. His knowledge of the engineering side of the business, his keen commercial sense, and his willingness to get right out on the firing-line far outweighed his previous lack of knowledge of the language and customs. No commercial salesmen, familiar with the language and the customs of the country, but lacking the engineering knowledge of the trade, could have hoped to make good at all in this work.

Scarcity of the right kind of men is the one big problem in adopting a sales engineering policy in export marketing. So many qualifications are desirable that an enumeration of them would appear to reduce the candidates to a very few. Just as it is in domestic work, however, it rarely is possible to find a man who matches up completely to the requirements of the job.

It is comparatively easy to find men who are thoroughly grounded in American methods of using any line of engineering machinery. When these men are sorted on the basis of ability to deal with business men, the percentage of rejections is large. Those who do pass this test are nearly all eliminated when considered as to their commercial sense. This does not necessarily apply to their commercial experience, but rather to their ability to sense a commercial situation.

The few candidates who are left when these few, simple tests have been applied would nearly all be discarded on account of a lack of knowledge of any foreign languages. It frequently is necessary, therefore, to overlook this very essential qualification and to send

out to a foreign country a man who must learn the language after he arrives. Any man who goes out thus handicapped is bound to have to work under very great difficulty. Experience gained by a number of American engineering machinery manufacturers has demonstrated, however, that such a handicap is far less serious than a lack of knowledge of American methods of using the machinery to be marketed.

The average American manufacturer may want to know how he can adopt the plan of using American engineer salesmen to sell his products abroad. This has been done in a good many ways, in each of which there have been some successes and some failures.

For the large manufacturer the problem is comparatively simple. He can afford to establish his own branch offices in the more important centres of the world. He can also afford to supply his own trained men to co-operate with agencies in other centres of less importance. In the still more limited centres he can have his trained engineers on call to help local connections, scattered over a considerable area, to develop leads for business.

The manufacturer having a more limited output has three principal opportunities open to him under present conditions. He can turn his export sales over to one or more general export commission houses with branch offices in the countries in which he desires to operate. He can join with a group of non-competing manufacturers in similar lines co-operating together to reach the foreign markets in which these manufacturers are interested. He can bring together a group of his competitors under the Webb-Pomerene Bill to form an organization that will go after export business for all of them. The best plan to be adopted by any manufacturer can be determined only after very careful study of what he wants to accomplish, the markets to be reached, and his own limitations.

Some general export commission merchants have been quite successful in introducing and marketing American engineering machinery abroad. These concerns are of sufficient size to justify them in maintaining engineering sales departments. These departments, to all intents and purposes, are separate machinery houses which utilize the experience and the facilities of the organizations of which they are a part.

Unfortunately the number of general export commission houses so organized is very limited. Those general export concerns which attempt to market engineering machinery as they do ordinary commodities make some sales. They cannot, in the nature of things, build any business.

Co-operative export engineering sales organizations developed by a group of non-competing manufacturers in allied lines is a comparatively new idea. Such co-operative concerns, properly conceived, organized and financed, apparently offer the average engineering machinery manufacturer one of his best opportunities to reach the export market.

Just how combinations of competitors under the Webb-Pomerene Bill will work in the engineering machinery field remains to be seen. Thus far no such combination has been undertaken. In certain lines of commodities and of quite standard products there are undoubtedly advantages to be gained through operation under this bill. The difficulties apparently are such, however, that no group of competing manufacturers of engineering machinery has seen its way clear to attempt to get together for a combined effort in marketing their products outside of the United States.

Whatever plan is adopted by the American engineering machinery manufacturer in his export sales work, he can build a large and permanent market only by introducing American methods of using his machinery. Such introduction can be made properly only by experienced American engineer salesmen.

## All Restrictions on Christmas Buying are Removed

Council of National Defense Raises  
the Ban on Christmas Buying—  
Merchants May Lengthen Sales  
Hours, Increase Selling Force,  
and Sell "Non-Essentials"

THE ban on Christmas buying has been raised. Instructions to this effect went out from the headquarters of the Council of National Defense in Washington on Monday, November 25 and by the end of the week should begin to produce reaction on the part of the State Councils through which the original movement was promulgated. With the lifting of all restrictions, merchants are not merely free to purchase goods for the holiday trade without regard to whether or not such articles are "necessities." They are also at liberty to increase their sales forces at will for the holiday season. Likewise can they, without danger of having their patriotism questioned, extend the normal shopping hours in order to accommodate the holiday trade.

From the day that it became certain that the war was over there has been under consideration by the Council of National Defense the question of revoking the edict against so-called "needless" or "useless" Christmas buying. Abandonment of the embargo on Christmas shopping was, indeed, required if the Defense Council was to keep in line with the policy for the quick restoration of industry that has been adopted by the War Industries Board—the latter an executive agency with which the Council of Defense is closely affiliated. There is no denying, however, that the recent agitation by the Merchants Association of New York and other commercial organizations served to prod the Council, with the result that this week's action has come earlier than might otherwise be the case.

In freeing the American public

from all restraint in its Christmas shopping the hope has been expressed at the headquarters of the Council of Defense that this return to normal may not only benefit merchants but may also create a demand that will be helpful to manufacturers. It is doubtful, however, if manufacturers can respond to the stimulus in the brief interval remaining before the holidays. Only manufacturers who happen to have reserve stock available for quick delivery seem likely to benefit. There is no question, however, that the official cancellation of the "No Christmas Presents" movement comes in time to prove a boom to the majority of retail merchants.

During the past six months many storekeepers, beset by the bogey of interrupted production, bought heavily. Moreover, in their haste to accumulate a surplus of stock against the supposedly impending goods famine they paid, very often, prices far in excess of normal quotations. The sudden ending of the war has caused many of these retailers to be harassed by misgivings that they will not be able to unload their stocks before prices begin to recede. Obviously the announcement of an open season for Christmas shopping promises partial relief if not absolute salvation for the overbought traders.

While the National Council has swept away every impediment to Christmas buying that it had imposed, it must be borne in mind that it has no power to revoke the orders or requests put out on their own initiative by the various State Councils of Defense in furtherance of the campaigns of thrift that have been sponsored by these State agencies. However, it is the expectation at headquarters at Washington that the National Council, having thus clearly expressed itself in favor of a return to old-time Christmas buying habits, the State and local Councils throughout the country can be relied upon to take their cue from Washington and withdraw all limitations upon retail distribution.

# If You

were to ask most any intelligent Philadelphian how to make your advertising do you the most good in Philadelphia, the reply undoubtedly would be—

*Place it in*

# The Bulletin

*Net average* 479,939 *copies*  
*for October* *a. day*

“In Philadelphia nearly  
everybody reads

# The Bulletin”

# Will it Print?

"Will it print? Shall I use a coated or uncoated paper? How about these color plates? How fine a screen? Shall I use an eighty or hundred pound paper? What tint? Will this stock do full justice to those wonderful halftones that I depend upon to do eighty per cent of the selling? Will this paper 'pick'? Will it crack in the fold? Will that paper 'buckle'? Will —"

What wouldn't you give to have the Warren Suggestion Book convenient to hand when face to face with such vital questions as these?



This book is composed of specimen leaves of Warren's Standard Printing Papers. Engravings, screens, and subjects of wide variety are reproduced. Each page is evidence, not of a Warren promise, but of a specific Warren performance. You know what Warren's Cameo, Warren's Lustro, Warren's Cumberland Coated, Warren's Silkote, Warren's Printone, and the other Warren Standards will do. Here is the evidence before you!



## Printing Papers

This book says, "Here are the Warren Standard Printing Papers. Here is the way they will print."

This treasure-book holds an honor place on the desks of those who plan, create, buy, or sell printing of the better kind. A limited edition permits us to offer it only to buyers of printing; to printers, engravers, and their salesmen.

**S. D. WARREN COMPANY**  
BOSTON, MASS.

*"Constant Excellence of Product"*

On Friday, Nov. 22, the New York Evening Journal was a paper of **38** pages of which **218** columns was advertising of the progressive merchants and manufacturers of greater New York and the country at large.

This was **86 $\frac{1}{4}$**  columns more than was carried by any other New York evening newspaper.

This means that progressive merchants and manufacturers seeking patronage *know* that not only is the New York Evening Journal read by twice as many people as any other New York evening paper, but that these readers are the liberal purchasers of this great city.

# 733,001

was the average Daily Net Paid Circulation of the New York Evening Journal for the week ending November 16th.

This is the largest daily circulation of any newspaper in the United States, and more than double the circulation of any other New York evening newspaper.

## Two Cents a Copy

Member of Audit Bureau of Circulations



# Neighborhood Advertising Campaign Increases Factory Sales

Free Car Card Publicity Is Given Chicago Druggists and Grocers Who Stock Certain Lines

By G. A. Nichols

THE indifference and even resistance of the small dealer—this is the big thing the manufacturer has to overcome these days.

The manufacturer goes ahead making a worthy article. He creates a demand through national advertising. He sells the large dealer and many of the smaller ones.

But the stuff does not move as it should. He does not get sufficient customer turnover. Despite the fact that his product may be readily purchased by retail stores he does not sell nearly as much as he has a right to expect.

The whole trouble, friends and countrymen, is due to the unbreakable law that a thing is not actually sold until it gets into the hands of the ultimate customer.

Various steps along the road to the ultimate consumer may be easily negotiated and all at once you pull up with a sharp short jerk. Friction has developed. The thing is not sparking right. The dealer is falling down on his share. Either he has not been thoroughly sold on the article, is not giving it a fair deal on account of a longer profit he gets for something else, or is indifferent because of negligence, indolence or through lacking a thorough understanding.

Cut through this condition some way and the path will be a shining mark straight ahead.

The retailer's indifference is not in any way due to lack of desire to win. His trouble is that he does not fully understand.

For instance, the retail druggist may be importuned to buy and push any one of a half dozen well advertised tooth pastes. He is not altogether to blame if he does not know the one or two kinds that will bring him the most

business. The standard by which he judges is the number of sales an item brings. If, therefore, the manufacturer knows some way in which his product can be pushed ahead in a retail way his duty is to inform the druggist of that fact—also to make it possible and practicable for the retailer to put the methods into effect.

National advertising of an article is a decidedly good thing for the man who sells over the counter. Any number of retailers have told the writer they prefer to handle an advertised item even though they have to take a shorter profit. The turnover that the advertising brings increases the volume of their sales and they make a vastly more satisfactory profit than would be the case in the fewer sales of a long profit item which is advertised little or not at all.

This kind of advertising, while addressed to the consumer, is naturally a strong appeal to the retailer who knows his business. But regardless of the amount of satisfactory national advertising a manufacturer may do he is only scratching the surface so far as selling the smaller retailer is concerned unless he accompanies the advertising with some concrete assistance in turning the goods into profit—or in helping the retailer reach the consumer so the sale can be completed and each get his share of the profit.

## THE CHICAGO IDEA

In Chicago the company in charge of the advertising in elevated trains and on elevated platforms saw in the neighborhood druggist and the neighborhood grocer a profitable field for the exploitation of advertised items.

The bane of the neighborhood

retailer's existence in Chicago, as in every other large city, is the big downtown dealer and the occasional big neighborhood dealer. If the neighborhood grocer or druggist can get his fair share of the grocery or drug business in his neighborhood that goes downtown he can make money.

With this principle in mind there was organized, under the auspices of the Chicago Retail Druggists' Association, a plan of co-operation between the manufacturer and the neighborhood druggist. This worked so well that a similar move was made in behalf of the grocer.

Chicagoans riding on elevated trains see prominently displayed car cards admonishing them to buy from their neighborhood grocer or druggist. While they wait on the platforms they read large posters conveying similar invitations. One poster is signed by the grocers of the neighborhood and another by the druggists.

All this advertising costs the grocers and druggists nothing. It is a part of the plan under which various manufacturers advertise in the elevated cars.

The retailers agree to stock the lines thus advertised and in return get the neighborhood advertising free.

The plan is worked out on the principle that if a person sees an article advertised in a car and right alongside this an argument designed to show why he should buy from his neighborhood dealer, he will go to that dealer and buy the article advertised.

The campaign has been in force for several months and many neighborhood dealers say they have noticed a considerable increase in their business.

#### FIRST CAME A MARKET SURVEY

The practical working out of the plan is in each instance based upon a survey. For example, one survey among a sufficient number of typical Chicago druggists was aimed to bring out essential distribution facts relative to certain brands of shampoos. Questionnaire post cards were sent to

druggists. It was said that more than 90 per cent of the cards were back within twenty-four hours. The survey showed that Mulsified Cocoanut Oil, Canthrox and Packer's tar soap each had 99 per cent distribution in the neighborhood drug store adjacent to the elevated lines. Packer's liquid tar soap had 61 per cent distribution.

Questions as to the first best sellers in the lot gave 55 per cent of the druggists favoring Packer's tar soap; 32 per cent Mulsified Cocoanut Oil; 3 per cent Canthrox, and 10 per cent doubtful.

As second best sellers Mulsified Cocoanut Oil was given 48 per cent, Packer's tar soap 23 per cent, Canthrox 20 per cent, doubtful 9 per cent.

The survey was undertaken in behalf of Mulsified Cocoanut Oil and the card contained this question: "If an extensive advertising campaign was started in your neighborhood elevated cars and station platform posters, would you be willing to push Mulsified Cocoanut Oil?" Practically 100 per cent of the druggists answered "Yes."

The advertising went in the cars and on the platforms.

Coincident with this came a plan of co-operation with the druggist in the way of window trims, interior display ideas and general advertising designed to assist him with his sales of the product.

The same thing is worked out on more than fifty drug store items and on numerous grocery items.

#### APPEAL TO NEIGHBORHOOD PRIDE

The appeals to buy from the neighborhood grocer and druggist are both general and specific. If the grocer or druggist will sign a contract agreeing to stock such lines as may be advertised in his neighborhood elevated cars, then his name will appear on the large platform posters in his neighborhood—the posters which appeal to the people to buy from the neighborhood grocer and druggist. But

in any event he gets the benefit of the general appeals along the same line that appear in the cars.

The car cards express such sentiments as these:

"Your neighborhood druggist is deserving of your patronage. He sells you what you ask for."

"Don't be a slacker. Patronize your neighborhood druggist."

"A neighborhood can prosper only by the support of its people." This one is signed "Your Neighborhood Doctor."

"Your drug store is the clearing house of your neighborhood. The amount of unpaid service it can perform for you is measured by the patronage you give it."

"If you buy out of your neighborhood and we buy out of our neighborhood what is going to become of our neighborhood?"

Interest in the plan is intensified and kept up by such expedients as offering prizes for the best letter on "Why should I buy from my neighborhood grocer or druggist?"

The drug items given publicity under this plan are well known trade-marked and advertised lines.

The effort in behalf of the grocer is designed to increase his business in the more profitable items. The neighborhood grocer gets plenty of business in the so-called "exercise" lines—flour, potatoes, and the like. The profitable tea, coffee and spice business goes pretty largely to the chain tea and coffee houses. Mr. Druggist is getting in on it quite a bit also. It is estimated that the average sized grocer has lost from 35 to 50 per cent of the business in tea, coffee, spices and similar lines that he might have.

The people who sell the grocer tea and coffee and other trade-marked goods are naturally interested in seeing him build up his business therein. Therefore they take part in the neighborhood advertising idea.

This plan is working out to the benefit of all concerned, although the neighborhood argument behind it is not absolutely sound,

despite its many strong features.

The only water-tight argument that can be addressed to people as a reason why they should buy from a certain store is that based on price, merchandise and service.

"Just because a man happens to start a drug store on the corner a block away from me," said a suburbanite, "I don't see why this gives him any call on my trade. Just because a man thinks he must start a grocery store near me gives him absolutely no hold on me. I am a friendly Indian and will stand for almost anything within reason. But I must confess that this talk about building up our neighborhood does not interest me particularly."

"I live in a suburb just outside of Chicago. The principal charm of this place is that it is a town of homes. Every day I am bombarded with all sorts of talk to the effect that I must buy my groceries in Evanston, do my banking in Evanston, buy my drugs in Evanston—spend all my money in Evanston. There is held out before me the alluring prospect that if I do this Evanston will be built up. Now then, why am I interested in building up Evanston? The truth is I like it better as it is. Anyway, how is it going to build up that town for me to do all my buying there? I can see where the business men would benefit and that's all."

"I make my money in Chicago and I don't see what claim Evanston has on it just because I happen to sleep in that town. I am told that my family lives there and that if the town is good enough for them to live in it is good enough for me to spend my money in. I pay well for the house in which my family lives. I pay taxes. I contribute to the church. I don't owe the town a thing. It is really the other way."

This rather sarcastic gentleman seems to be looking for trouble. But much can be said in favor of his contention. That there is a certain amount of strength to the neighborhood appeal cannot be doubted. It is a convenience

to have a good drug store within reach and of course the druggist can't run a good store unless he is patronized. Ditto the grocer. If you give the grocer a little pick-up trade in the "exercise" lines you are hardly treating him fairly. If there is any doubt, he is entitled to the benefit.

Just the same the plea for business based strictly on the neighborhood principle is fundamentally wrong.

This is the same argument put up by the retail dealer in a small town in an attempt to wean people away from retail mail-order. The argument works to a certain extent but it will not fill the bill. Manufacturers are becoming more convinced every day, as was suggested in a recent PRINTERS' INK editorial, that the way to win against mail-order is to fight it courageously and openly. Hence they are encouraging retailers to make their bid for business on the basis of price, merchandise and service rather than upon any sentimental argument of good citizenship, helping the town and that sort of thing.

The people behind the Chicago idea doubtless will decide, as their proposition grows, that while there is considerable strength to the neighborhood idea they will have to exploit it carefully and with finesse. If they are careful to accompany their argument with evidence in the way of prices, merchandise and service, they are not likely to encounter snags. They make a strong point when they speak of the convenience of having a live drug store or grocery in a neighborhood. The people see it too, thanks to the advertising message.

The Chicago neighborhood campaign is an interesting example of the rapidly increasing tendency on the part of manufacturers and jobbers to build up the smaller merchant. In numbers there is strength. This profitable field of the smaller merchant has astounding possibilities. It is much like an undeveloped country with limitless mineral wealth, fertile soil and numberless

natural advantages awaiting the coming of the pioneer.

Sentiment in business rapidly changes. A few years ago one could hear talk on every hand that the smaller town store was approaching the day when its number would be greatly lessened. There was little foundation for the fear then. To-day you hear less of it than ever. Manufacturers are looking and working too far ahead to be bothered by any such false doctrine.

### Lumber Industry Must Continue at Top Speed

Reconstruction work will tax the productive capacity of the United States for lumber and other materials for years, according to a statement made before the National Lumber Manufacturers' Association in Chicago last week by Judge Edwin B. Parker, commissioner of priorities of the War Industries Board.

"There is a total of \$70,000,000 worth of construction work in sight in Chicago alone," said Judge Parker. "Permits for \$9,000,000 worth of work have been taken out in New York and the total will soon reach \$200,000,000 there."

"The railroads are approximately four years behind in development work. Many great improvements must be made, and there will be extremely heavy demands for both materials and labor. A special fund of \$598,000,000 for railroad development work is still intact and is to be spent for the needed cars, repairs, and other work."

"The whole world is looking to us for raw materials and food to carry the other nations through the period of reconstruction."

"It is impossible to approximate the amounts that will be needed in Europe, which will have to be supplied from our stores of materials. In order to meet these unusual demands the industry must act as a unit."

### George T. Bryant Becomes Sales Manager

George T. Bryant has been appointed sales and advertising manager of the Hide Leather and Belting Company, Indianapolis. He has been connected with the Russel M. Seeds Company, Inc., advertising agency, of Indianapolis.

### Becomes "St. Nicholas" Representative

Mrs. Charles Sherman Jones is now a representative of the advertising department of St. Nicholas, New York. She has been associated with the Century Company for a number of years.



Some of the shrewdest and most successful national advertisers use THE PEOPLE'S HOME JOURNAL because they appreciate the extra value of an ALL-THE-FAMILY magazine.

Its fiction, its departments and its features are edited with the ALL-THE-FAMILY interest in mind.

## Height of Efficiency

To appeal directly to the purchasing agent of the family and at the same time influence all the other consumers in that family is the height of advertising efficiency.

The People's Home Journal  
NEW YORK

*For 33 Years the Magazine for Every Member of the Family*



THE advent of Peace has given a vigorous impetus to advertising. Our studios are "rushed" to an unprecedented degree and the Staff, the largest in its field, MUST be increased.

This is an invitation to creative, efficient artists in all branches. An opportunity is accorded them of becoming a vital part of a very wonderful organization. Figure artists, letterers, retouchers, decorative designers—leaders in their respective lines—will find an opening here.

## THE ETHRIDGE ASSOCIATION OF ARTISTS

NEW YORK OFFICE  
25 EAST 26th STREET

CHICAGO OFFICE  
220 SO. STATE STREET



# Finding Now That Advertising During War Period Paid

Dividends on "Good-will" Advertising Now About to Be Collected

By Walter B. Cherry

Of the Merrell-Soule Co., Syracuse, N. Y.

**D**URING the early days of the war if business had been operated as usual it would be fair to assume that advertising, itself, as a part of business, would be along the usual lines; but business has not been as usual, and, in spite of that, advertising has been quite as usual.

It was first thought that with the advent of curtailed business in many lines, advertising would be withdrawn; smaller spaces would be used; campaigns would be suppressed; and the sellers of advertising space would find themselves with a commodity not as generally purchased as under ordinary conditions.

Now, as a matter of fact, as we review advertising in general from 1914 down to these Victory Peace days, those of us who have been doing advertising, and many who have been selling advertising will frankly admit that of all the commodities bought and sold during the term of the war before we were in it and since, advertising has held its own remarkably well.

Many advertisers felt at the beginning of the war that it would be well to cut down advertising appropriations since production would be cut down, or possibly altogether discontinued. For example, take the automobile industry. All during the war, during 1914, 1915, 1916 and 1917, and in the fore part of 1918 the manufacturers of passenger cars had persistently told in their wonderful way the story of the automobile. Good advertisers have learned to distinguish between the pleasure car and the passenger car—a very nice distinction, if

you please, and one well worth the thought of the diplomatic advertising man and sales manager. The automobile people were asked in 1918 to put their production on a 100 per cent war basis beginning Jan. 1, 1919, and many of these great industries prepared for the change. The chances are now, with definite and permanent peace in sight, the automobile industry may be permitted to return to its own, and, in the meantime, the users and buyers of automobiles, as passenger cars, have not been permitted to forget the values of the Pierce, the Packard, the Overland and the Oakland.

## DEMAND FOR ADVERTISED FOODS CONTINUES

Not only in the automobile industry, but in the food products, where our interests more closely lie, have advertisers with reduced production, persisted in keeping before the public the popular brands of food products which make up so large a portion of the retail grocers' volume, so that with an undoubted return at an early date to normal production in food products, particularly trademarked items, Mrs. Housewife will still be able to buy her favorite soup, soap, cereals, condiments and mince meat, if you please.

So it would appear that advertising persistently when you have not the goods to fill orders is really better business than it might at first seem to be because even under conditions as these the advertiser keeps his wares constantly before his public; the public is not permitted to forget what they have bought and will buy again when available; and, in short, the name—the brand name, the trade-mark, is kept alive

Portion of speech before American Specialty Manufacturers' Association at Cleveland last week.



and not permitted to be forgotten even in days when production is short and the advertised article is possibly not always readily available. . . .

As an example of the attitude of food manufacturers toward their advertising appropriations during war time, you will be interested to know of a questionnaire sent out to a group of food item manufacturers, and with seventeen replies returned it was shown that three manufacturers planned to increase their appropriations; ten decided to use the same appropriations as previously; two were for decreasing their advertising; and two were uncertain as to their immediate plans. These inquiries were made in December, 1917, after America had entered the war, and when conditions in the war zone did not appear as favorable to the Allies as they have since. So in this group we find but two advertisers planning to decrease their appropriations; ten were going to stand pat on probably good sized appropriations preceding; and three were planning to increase. It's a fair statement that some of those who were uncertain at the time the questionnaire was developed have since decided to advertise and keep advertising.

A summary compiled by the Statistical Department of a New York daily, covering the newspaper advertising record in eighteen leading cities of this country for the month of July in the year 1918 shows an actual loss of one per cent, compared with July, 1917.

The Hon. Wm. B. Colver, Chairman of the Federal Trade Commission, in an article printed August 24, 1918, in the *Editor and Publisher*, brings out very definitely the dangers of discontinuance or even curtailment of advertising in war time, and very properly makes the statement that good will created through years of effort must be safeguarded as the most valuable asset of a business. Any relaxation in safeguarding good will is bound to invite competition. Ad-

vertising is Good Will Insurance.

So, apparently, the time to advertise is all the time—summer and winter; when it's hot and when it's cold; in season and out of season; in war and in peace. Advertise when you have no goods to sell, so your public will remember your goods when they are available. Advertise when you have goods to sell, to move the stock you have made ready to sell. Advertise regularly, steadily, persistently, intelligently, and this prescription taken faithfully will make poor business good, and good business better.

### Procter & Gamble Accused of Price Maintenance

The Procter & Gamble Company, maker of Ivory Soap, and the Procter & Gamble Distributing Company, both of Cincinnati, have had formal complaints issued against them by the Federal Trade Commission. The charges are that the Procter & Gamble organization has refused to sell to dealers who do not maintain standard fixed resale prices. They are also charged with refusing to sell carload mixed lots of their products unless the purchasers also buy Ivory Soap. Resale price maintenance, according to the complaint, suppresses free competition by securing the trade of dealers and enlisting their active cooperation in enlarging the sale of the price-maintained articles to the prejudice of competitors who do not fix and require the maintenance of resale prices. This has the effect, it is said, of eliminating competition in price among dealers.

### Women Will Promote "Made-in-America" Campaign

The Women's National Committee of the American Defense Society is planning a series of meetings throughout the United States next week to enlist the support of patriotic Americans to the campaign of the society for the protecting of American industry and labor by their refusing to buy German-made goods. Prominent speakers have been secured to address some of the meetings in the larger cities.

The Woman's National Committee has hundreds of branches located throughout the country.

### George S. Thorsen to Go With "Cosmopolitan"

George S. Thorsen, Western manager of *Metropolitan Magazine*, New York, will join the Western organization of *Cosmopolitan Magazine*, New York, on December 1.

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# LIES

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**A**DULL lie doesn't travel any faster than a dull truth.

No man is going to take you off into a corner to whisper that all men are fools.

But when he whispers that old Midas' son lights cigars with ten-dollar bills, or that his daughter is no better than she should be, you listen and you repeat it.

The great achievement of The American Magazine is that it has made important truths interesting

reading. It has given the stuff people ought to read something of the illicit fascination of forbidden gossip. It has turned the natural curiosity of the human race about itself into a means of both helping and entertaining it.

The American Magazine believes that half the world doesn't know how the other half lives, and that it ought to. So it persuades one half to tell the other half how it does live, and then it turns around and persuades the other half to reciprocate.

And so the rich man learns how to tackle his refractory liver, and the young man struggling up gets a hunch that helps him on, and the

discouraged ones get a fresh enthusiasm, and the selfish parasite gets shamed into a glorious altruism, and each and every one finds just the idea, or tip, or philosophy he has long been looking for, and they buy and buy and buy The American Magazine, and nothing but the paper shortage holds it down to its present 900,000.

# *The* **American** *Magazine*

THE CROWELL PUBLISHING COMPANY

*Lee W. Maxwell*

MANAGER OF ADVERTISING

WOMAN'S HOME COMPANION

THE AMERICAN MAGAZINE

FARM AND FIRESIDE

# Turning Complaints into Compliments

The Cheer Element in Replies to Complaint Letters and the Work It Does in Winning "Boosters"

By Evelyn M. Watson

A COMPLAINT is a liability—a compliment is an asset. A customer who cheerfully withdraws a complaint is no longer a liability; whereas she may not be a violent booster, she may be termed an asset.

To handle complaint letters so they are answered by letters of compliment from the customer; to handle them so that, at least the complaints are withdrawn, and the knocker, even if she does not become a booster, ceases to knock, requires a skillful correspondent. To handle any complaint correspondence requires good judgment, skill in letter-writing "technique," knowledge of human nature, tact, and the acme of common sense. *Most of all, it requires positive sympathy, a spirit of good will unshaken and unshakable, and an underlying current of cheer that is both wholesome and sensible.*

That old axiom that the customer is always right is a point of view which must not be regarded lightly. It is the very corner stone in handling complaints of any nature. Regardless whether the customer is or is not right, the complaint must be heard and answered and the matter closed so that the customer may never feel that she is wholly in the wrong. The fault may be placed on the express company or messenger service, or on any number of possibly imaginary channels where it cannot be permitted to injure anyone, but the customer must never be told she is a transgressor—she can be made to find it out, if the correspondence is handled judiciously.

There are as many kinds of complaints as there are types of people, as there are people, in-

deed. And yet there is an underlying method as definite as the method in developing a play-plot. And, whether the complaint is one given in a letter, or whether the customer comes in person, to declare the grievance, the underlying method is in all cases practically the same, only subject to variation and to such modifications as each individual case will demand.

No matter how "down" the complainant may be, the one handling the complaint is a cheerful soul, seeing from the beginning that there is a possible solution that will please the customer, that her woes are to be relieved, and she is to be put into a right frame of mind.

## FIVE PARTS OF A LETTER

In carrying out this cheer-idea, this plan of having a sympathetic and responsive reply given to each complaint until the complainant is in the right frame of mind, let us analyze the handling of a complaint somewhat on the basis of the manner a play-plot is handled. A play is made up of a (1) setting, (2) development, (3) climax, (4) denouement, and (5) catastrophe, or outcome. This, incidentally, is parallel to the five elements in a letter, (1) attention, (2) interest, (3) desire, (4) decision, and (5) action. There are five steps and any one of them may be reduced in length and strength; and yet, in order for a production to be effective, these five steps must be embodied or implied or in some way expressed. Even an ordinary letter has evident in it these elements, and a reply to a complaint letter must have them in order to be effective. The writer may not know about such an analysis nor call it by such a name, but every successful

letter he writes can be thus analyzed as having five distinct steps from the (1) setting, which is the *attention-winning* step; to the (2) development which is to win *interest*; on to the (3) climax, the attracting of the *desire* of the customer; to the (4) denouement, the place where the *decision* is left to the customer, and on finally to the (5) outcome, catastrophe, or decision step which states what the decision should be and what *action* will be easiest.

A letter written clearly and logically, with an effort (the effort not being evident) to play up these steps to right decision is in itself so plain a reply to a complainant, so much an answer to her tale of woe that the very frankness is in itself an element of cheer, a factor of enlightenment. Did we say that the effort at writing such a letter should not be evident? Let us modify; in complaint letters, in answering arguments, it seems as if no matter how smoothly they are written, these letters should show that special effort has been taken, that the company is sincerely interested.

#### WINS FAVOR AT THE START

Let us take the setting, or the attention-winning factor that is usually placed at the beginning of a letter and show how the cheer-element, from the first word, must be unobtrusively evident in handling complaint letters.

In this attention-winning step in the letter, in order to make the reply seem more of a direct answer to the complaint, let this unit of the letter repeat, if possible, the points brought out by the complainant. Let this step give the "setting" of the story, the situation, the circumstances. Take this paragraph, for instance:

"Thank you for writing us as you did recently regarding your frying pan. We have read your letter carefully and note what you say about the difficulty you have with foods sticking and about its 'smoking' in spite of the fact that it is supposed to be so made as to carry off all fumes, smoke and the like.

"The circumstance is a peculiar one, but we are mighty glad you have written us thus thoroughly, reporting it directly to us, at once, as you have. We are confident that the details of this letter will enable you to get the value you properly should get from the utensil you have purchased. However, after trying out the suggestions, if you are then anxious for a new utensil, we will see to it that you are thoroughly pleased, at any cost to ourselves."

This sort of an introduction admits, at once, that the customer has difficulties, for not to admit such would be to call her a—yes, a liar. This sort of an introduction does not discount her worries; it quotes her own words and cheerfully acknowledges her points. It shows that her complaint has been read thoughtfully and it gives her assurance she is not to be turned away displeased. The "We thank you" and "we are glad," the words "confident" and "pleased" will soothe her eye and set her at ease. These words are expressions, subtle and kindly, of the "cheer element" that helps win good will.

Starting out in this way, it would be possible in the letter to show the woman that the cover on her patent smokeless fry pan may not have been put on right, that she may have put the fry pan over a burner that was so large as to cover the vent holes that should carry smoke up the chimney (instead of out in the room). It would be possible to show her how to use her utensil so that it would be satisfactory. As a matter of actual fact, this sort of letter has, in many instances, silenced complainants because they have seen that the fault was not in the utensil or article bought, but in the ways it was used, not in the product, but its application.

(To recount facts, a certain wall-board company has found it true that the most of its complaints, which are few and far between, come from people who do not know how to apply the product properly.)

The words "we thank you"



should come spontaneously, for it would be a foolish company which would not thank a complainant for bringing trouble to attention. It is certainly better to tell the trouble direct than to tell neighbors and local dealers, thus causing misunderstandings. Indeed, the plan of seeing the complainant "thoroughly pleased, at any cost to ourselves" is a far-seeing policy, an honest, clean, direct policy that develops a feeling of absolute confidence and does help turn complainants into boosters, complaints into compliments. It inspires the local dealer and national distributors as well. Cheer is vital.

Here are a few "don'ts" in handling complaint letters: Don't blame the woman, nor argue with her, nor discount her feelings, nor differ with her outright—go about the letter with an atmosphere of tactful cheer and sensible good humor. Regardless of how the merchandise is to be paid for and the money matters adjusted, it is always possible to do this—and not to hurt the woman's feelings. The results in the great burden of cases will be surprisingly pleasing.

Here is another specimen:

"You are wise in writing us as you have. Thank you for your letter of the fifteenth of this month and also for the letter of the twentieth which we have just received. We have delayed answering the first letter expecting each day to have further word from our production department concerning your difficulty.

"You tell us you have difficulty with your baking pans—which is so new a circumstance to us that we want to go into the matter carefully. Certainly, we appreciate your writing us as you have in detail in each of your letters.

"You mention the fact your baker gives you trouble in a high oven and that foods burn unless you cook slowly—that you recently had difficulty with a chicken dinner which had to be prepared in a hurry, and that moisture dries from your roasts even when they cook slowly."

Here is an introduction which

makes it possible to show the woman that perhaps her oven is so built that the cover of the baker became displaced, thus causing steam to escape from the roasts and the meats to dry up accordingly. This introduction to the subject is to appease the woman who had frantically written twice, and led the way to details as to a way she can give the roaster a fair trial which, in truth, will show her whether or not her oven is at fault.

Such a method of introducing a letter, rehearsing the setting, not only wins attention, but refreshes the whole situation in the mind of the dictator. Such paragraphs mean clear thinking, clear understanding, and definiteness as well as deftness in handling delicate situations. And thus, in the first paragraphs, there can be an expression of optimism and cheer, sympathy, courtesy and understanding.

#### TACTFUL REMEDY SUGGESTED

The development, or interest-winning feature of the letter is the next step. It is assumed that in many cases the setting, and attention-drawing features and the development or interest-winning elements of a letter are combined. However, when they are not and the progress of the letter seems to show vividly, obviously, this second step, the same underlying spirit must be maintained.

In this next step, it is often possible to show the complainant how the policy of the company operates, and so, after your recounting and promising to adjust her grievances, she is led to feel that the company, too, has certain rights. In this step, or unit of the letter, it is possible also, to go further in detail not only regarding the policy of the company but the use and operation of the product about which she has written so that she may see, if she can draw conclusions at all, that her complaint must be received and adjusted in such way as not to interfere with rules the company makes to protect itself from

unscrupulous ones who simply "want their money back."

Let us assume an instance; a woman writes in that her "smokeless" fry pan rusts, so she wants her money back, or a new fry pan, but prefers her money and that as soon as possible.

In the setting of our letter of reply we should write something like this, in the kindest mood possible:

"Your direct letter, telling us of the rust trouble you have had with the 'smokeless' fry pan deserves prompt reply. We are glad you have written us freely concerning it.

"While this is a seldom-reported complaint, we are pleased to have your letter so we may clear the matter up to your satisfaction and our own."

To go on with the *development* of the letter.

"The number 40 pan you have is made of sheet iron, commonly called Russia iron and as such is just as subject to the action of the atmosphere as any other utensil would be, made of this material. Moisture affects all exposed metals: drip pans, too, would be subject to rust if exposed.

"With drip pans they are used often, and are coated with oil that is used in 'greasing' them—this forms a film over the metal. When this film does not happen to be left on, rusting is the result. The same is true of the fry pan and the patent feature is no protection.

"There are two things we should suggest—either to clean your utensil very, very thoroughly, freeing it from rust, and putting a coating of oil or lard, or other saltless grease on it when it is not in use, until such a coat forms a permanent film, working into the very pores of the metal, or permitting us to present a policy plan to you."

Thus the complainant is led to see the trouble, and in a further letter, if not in this one, an alternative may be given whereby she may return her fry pan of the No. 40 variety, and receive an

enameled one which will not rust; thus her mind is taken from her money-back demand.

For instance, the letter would go on—

"We have an enameled fry pan, but rather than suggest that you buy an enameled one, we should suggest your returning your Russian iron utensil paying the small difference in price and receiving the latter, much more desirably finished kitchen help.

"However, every Russia iron 'smokeless' fry pan, if cleaned from rust, and oiled when not in use, will, after a few treatments, prove just as satisfactory. Russian iron utensils are quickly heated, hold the heat, and are excellent for frying purposes."

The burden of the whole letter may be to urge the woman to keep her utensil, clean it from rust, and give it an oil coating, to understand how good a utensil she has and how much service she can get from it. Oh, the cheer that may be worked in such a letter! The whole letter of reply can be tactfully developed to lead on to the decision that the utensil she has must, after all, be given a proper try out.

The results, in actual experience, from such a reply to apparently hopeless complaints, have been to bring back letters of commendation, acknowledgments that the utensils are all right.

#### MAKING UP COMPLAINANT'S MIND

Now for the climax, the pivotal point in the letter of reply, the desire-winning step that makes the complainant desire what is going to be the right thing for her, and for the company. This is the place where the customer's desire is quickened and brought into play. This is done by expressing for her what she should properly request as an adjustment, without her knowing that this coincides with the company's desire as well as with a just policy in handling such cases.

To illustrate, let us assume a case of a woman who has been disappointed in a toasting device

(Continued on page 67)

*Net Circulation in excess of  
One Half Million copies each month*

# THE RED BOOK MAGAZINE

has developed the most im-  
portant story of the day for  
national advertisers. It will  
pay you to know it.

## NEW YORK

501 Fifth Avenue

## CHICAGO

North American Bldg.

## BOSTON

201 Devonshire Street

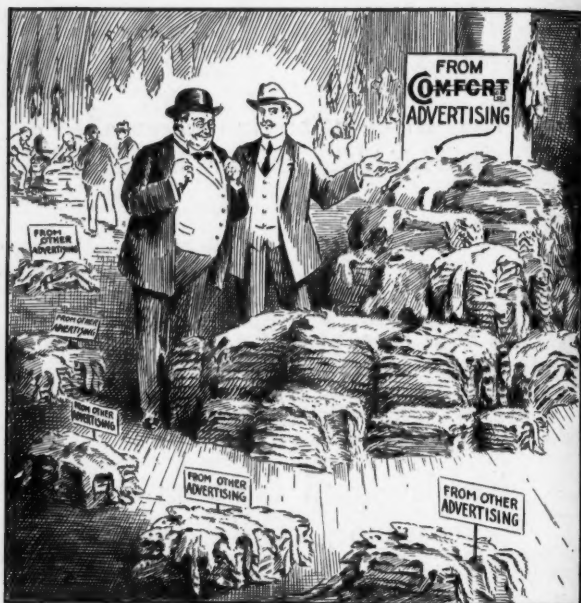
## DETROIT

426 Hammond Bldg.

**RALPH K. STRASSMAN**

Advertising Manager

*Over One Half Million Circulation—  
the kind that eliminates waste for advertisers*



## COMFORT Ad Shifted the Balance from Loss to Profit for His Season's Business

A large fur buyer reports returns from his COMFORT ads bigger than the combined results from all other mediums—so much bigger that they overcame losses on other ads and netted him a handsome profit on last season's business.

**The National War Garden Commission** discovered COMFORT'S "wonderful circulation" last summer.

The fur buyers discovered it some years ago, and each succeeding year have made larger use of it.

The fur men spent more money for space in December COMFORT than for ads in any other publication, because they know by experience that COMFORT has the **largest and best-paying farm circulation in the world.**

Just glance at the three pages of December COMFORT, containing fur ads, reproduced in miniature on the following pages.

**W. H. GANNETT, Pub., Inc.,**

New York Office: 1628 Aedion Hall  
WALTER R. JENKINS, Jr., Representative

Augusta, Maine

Chicago Office: 1635 Marquette Bldg.  
FRANK H. THOMAS, Representative









**"Who is your auditor?"**

**"And who is your advertising agent?"**

These are two questions invariably asked now by a large city banker of manufacturers who desire financial accommodations.

It is significant that this is becoming more and more the attitude of the modern banker—whose interest in merchandise is in its ready salability and rapidity of turnover.

"Sources of Information," a memorandum from our research department giving data of interest to business houses seeking foreign trade, sent free to any manufacturer requesting it.

## **Mallory, Mitchell & Faust**

**ERNEST I. MITCHELL**  
*President*

(Incorporated)

**PAUL E. FAUST**  
*Secretary and Treasurer*

***Advertising and Merchandising Counsel***  
**Occupying the Eighth Floor of the Security Building**  
**Chicago, Illinois**

Established 1904



she has had over a year, and which has expired the thirty-day trial offer. She has written somewhat disagreeably and the reply to her complaint has been cheerfully encouraging, frank, and thoughtful of her feelings. Now comes the point where she must be led to desire the just and right thing without her knowing that it is what the big (to her, heartless) company has decided upon as a matter of just policy.

The paragraphs of the climax might run something like this:

"As you appreciate, and as we have suggested in preceding paragraphs, the trouble with toast burning and smoking may be due to the toaster, as you feel it is. We believe, however, that the wires have been bent, possibly in the warerooms or display rooms where your toaster had been kept before you bought it, and that if you carefully bend out the wires so that they will hold the bread a little farther away from the heat, you will have exactly the desired results.

"If you will, indeed, on receipt of this letter, just do this we are confident you will find the toaster all that other housewives tell us it is. The need of a toaster in any home and the many qualities of this one make us feel that you will prefer to look into this matter suggested and give the utensil a fair tryout.

"Although we should be willing to replace the racks for you, yet we feel yours are in good condition and can be used by just a little adjustment. Will you not try this and report to us on it?"

The last two steps are just as important as the first three, and no matter how syncopated and abbreviated they may seem, they should be present, and may be observed in a well written reply to a complaint.

For instance, the desire might read as follows:

"There is nothing much more pleasant in a home than a toaster which operates quickly and turns out *crispy, nicely-browned toast*."

And decision would follow:

"However we may finally adjust

this matter to your whole satisfaction, we want to feel that you have done this one little thing, that you have actually bent back the racks on either side of the toaster so that they are warped outward just a fraction more—see accompanying diagram. You will find, indeed, this but a trifling point, but 'an inch on a man's nose' is quite a problem, as you know.

"Just so a fraction of an inch means the difference between a toaster which brings forth those dependable, evenly-browned slices and one which burns and blackens the bread before it is truly toasted. We know that you will find the plan of bending the racks a fair one to ourselves and to yourself and by trying this plan you will be able to report to us which kind of toast you are then able to make."

And so it is, in leading the housewife to make decision, the cheer-element dominates—it is not absent from any unit of any step in the letter; it is evident in every paragraph, every sentence, that little strain of optimism, courage, healthy and normal cheer. It is an uplooking, invigorating, inspiring atmosphere that pervades every sentence and makes it glow with friendly sympathy. This cheer-element comes in with the same sort of atmosphere as a friend would come to a sickroom and say: "Brace up, old top; do what the doctors say and you'll have your chance to recover; be sensible and of good heart and your chances are better. Smile, old top, and we'll do what we can to help you."

That sort of atmosphere has to dominate the decision step, or denouement of the letter, because, well because, that is just one more step towards the action or outcome, or "catastrophe" of the letter which, as we have pointed out in the beginning, is like a play-plot in its elements.

Now for this last step in getting the woman, for woman we assume the complainant is, to do, actually do, what should be done, write back that things are all

right, she is pleased, and likes the way she has been treated.

Right here we may as well say that there's a far greater chance of turning complaints into compliments than the average company judges, for the complainants are actual correspondents. Now a customer who finds no occasion to write in is literally beyond reach; indeed, sometimes the only opportunity a company has for finding who the ultimate consumers are, is to receive now and then a complaint letter. When these complaints are answered promptly, cheerfully, and the matters are adjusted in such polite, sensible, and wholly satisfactory way, the chances of getting a final favorable letter from the one-time complainant are far greater than chances of getting such a letter from the average run of customers who have no occasion to write because they take their satisfaction in the product for granted.

Let us take examples:

"Now that you understand how your utensil can be restored to use, we are sure that you will let us hear from you within a few days. We do not want to let this matter drop until you are totally satisfied, but first would ask you to take the action suggested and then let us hear from you.

"Confident of an early reply, and with assurances of our good will and co-operation, we are."

Take this illustration also:

"Although it has been a matter of somewhat strict policy not to refund money after the lapse of thirty days' trial, yet we do not want you to feel that we disregard your request. If you will just go over each of the paragraphs in this letter of reply, we shall be glad to hear from you further. We know that you enjoy your 'smokeless' fry pan with the exception of this rusting element you have mentioned, and so want you to co-operate with us in this one small point.

"Reply at your convenience, having tried out the plans suggested. Consider that we want, above all things, to have you just as pleased as housewives who

have written to us of their satisfaction.

"May we hear from you? Awaiting your reply, we are."

Thus, step by step, through kindness and cheer, and through the use of tact and frankness, a woman who has written to get her money back is led to analyze her difficulty and take such action as does in many actual cases lead to her writing that she has no further complaint.

This does not mean that there are not some who still want their money back—isolated cases of people whose nature it may be to be dissatisfied. There are many cases wherein otherwise good products must be returned because of some defect. Any large company turning out items in thousands may expect that certain articles, no matter how well inspected, will come to grief, or be subjected to tests too unusual to stand them, or will otherwise have to be cast out because of some trifling blemish that will not pass the keen and exacting eye of some over-zealous housewife.

However, complaints come as a means for remedying defects. Many companies, these days, see that it is a practical policy to welcome complaints, analyze them and handle them so that the housewives making the criticisms are rewarded by their efforts. The reward usually consists in responding to the ultimate desires of the customer—money back or new utensil, or other items as desired when all else has failed. But in many cases, the requests of the company do not fail and the housewife, seeing herself or her utensil or her use of it may be adjusted, will waive her point and write back a pleasing letter of satisfaction.

There is only one test of all this. This is to try it out, as other companies have done, as a long-sighted policy that will encourage and develop the dictating of cheerful letters not only in answer to complaints, but in handling regular routine correspondence.

# Better Horses

Good draft horses are bringing from \$800 to \$1,000 apiece in Great Britain and France. Germany is paying twice that amount. Today foreign countries are almost stripped of horses suitable for farm work. All European countries will want horses as soon as ships are available to take them over.

The United States is the only nation with any surplus of horses. Farmers who breed intelligently for this market are destined to make big returns from this branch of husbandry. The army has been requiring all the first class horses at record prices. The demand from other countries will keep the price up when they resume the pursuits of peace.

The Editorial Department of Successful Farming advises our readers in the raising of horses that are fitted for the demand. Information that leads to elimination of inferior foundation stock, reduction of loss, better management and feeding, are some of the ways horse breeders are helped through Successful Farming.

Superior horses mean increased efficiency in farm work. Better horses mean more and better crops.

## Successful Farming



**E. T. MEREDITH, Publisher, Des Moines, Iowa**  
Member A. B. C.

**T. W. LeQUATTE**   **F. J. WRIGHT**   **C. M. BEER**   **C. A. BAUMGART**  
Advertising Manager   Promotion Bureau   Merchandising and Sales   Retail Service

**Chicago**  
J. C. Billingslea, Advertising Bldg.

**New York**  
A. H. Billingslea, 1 Madison Ave.

**Kansas City**   **St. Louis**   **Minneapolis**  
O. G. Davies, Victor Bldg.   A. D. McKinney, Post Dispatch Bldg.   R. R. Ring, Palace Bldg.



Mr. A. E. Hildebrand, timing the start of the plowing at the national demonstration at Salina in 1918.

**A.** E. HILDEBRAND, for eight years manager of the National Tractor Demonstrations, and one of the foremost authorities of the country on the farm and the farm market, joined the Campbell-Ewald Company upon the completion of business details connected with the National Tractor Demonstration at Salina, Kansas.

### CAMPBELL-EWALD COMPANY

*Advertising*

CHICAGO

DETROIT

NEW YORK

1118 South Michigan Ave.

808 Marquette Bldg.

347 Fifth Avenue

# Helps Mailing Clerks Not to Make Mistakes

Scheme of Colored Envelopes to Assure Right Postage on Foreign Mail—  
Money Saved by Separating Three-Cent and Two-Cent Letters

AS far back as the memory of man runneth, business houses have been trying to instill in the minds of mail clerks the need of putting foreign-mail postage on letters for abroad. Some countries, it is true, now have arrangements with the United States whereby the domestic rate of postage applies, but there are many others which still come under the five-cent rate. How can mail clerks be made to understand that care should be used in watching out for the letters for abroad among the grist that comes to their desks for stamping?

It is a problem that has never been fully solved and perhaps never will be, so long as man is man. The circulation manager of a large New York publishing house offers the following suggestions on the subject and also on ways of reducing the bill for domestic postage.

"In all probability the volume of foreign mail for progressive publishers and manufacturers is going to increase very greatly in the months and years to come. One of the annoyances to which foreign correspondents are constantly subjected is the postage due they are so frequently required to pay on letters from the United States, because care is not exercised in the first place to affix the proper amount of postage. Some houses practically eliminate such errors by having a foreign correspondence envelope of very light weight but having the capacity and toughness to make it particularly well adapted for such use (and the envelope is usually tinted in order to distinguish it from all other mail). It is understood that these envelopes are used for foreign correspondence only where a higher rate of postage than the domestic rate applies, and that all stenographers and mail

clerks are made familiar with this general rule, so that the former will automatically use the foreign envelope wherever required without special instructions in each individual case, and the latter will affix the proper amount of postage in each individual case, without special instructions.

"This thought suggests another chance for saving, and that is in connection with New York City first-class mail (Manhattan and Bronx). I so frequently receive letters mailed in Manhattan bearing a three-cent stamp, that I am sure hundreds of concerns have gotten so fixed in their habit of placing a three-cent stamp on all first-class mail, that they overlook the exceptions which are, perhaps, very numerous in the course of a year. A special tinted envelope to signify city mail, two-cent postage only, would prove a money-saver, but there is still another virtue in the plan herein suggested. Perhaps doing the right thing does not have a positive effect upon the recipient, but doing the wrong thing, i. e., using a three-cent stamp when a two-cent stamp will do, creates the impression that the sender is not on the job.

## A POSTAL ABSURDITY

"While talking to a department manager of a prominent publisher the other day, I suggested that he send out 6,000 notices to the trade, explaining the inevitable delay in receipt of practically all December magazines published in New York City, because of the recent local printers' strike. His answer was that he did not feel that it would offset enough complaints to justify the expenditure of \$180 postage on three-cent letters, or \$120 postage for a two-cent card, to say nothing of the other expenses involved in sending out



such a notice. He was surprised when I told him that a 4x6-inch postcard, provided you don't call it a 'postcard' or 'private mailing card' or anything at all, and provided you have the address and the postage stamp only appear on the address side (and provided further that the printed or multi-graphed matter on the other side is general, rather than individual or personal), the said card would still go under a one-cent stamp. Perhaps others are missing this opportunity of saving money on postage and stationery bills by failing to take advantage of the one-cent card rate. The dimensions of the card are very important. For example, while the 4x6-inch card complying with the conditions herein outlined may be mailed for one cent, the regular size postcard, which is about  $3\frac{1}{4} \times 5\frac{1}{2}$  inches, even though meeting these conditions in every other particular, would cost 2 cents. (By the same beautiful logic, perhaps after a while, we will be able to mail a 5x6-inch card for one-half cent and a still larger card should go through the mails free.)"

### What the Slow Turnover Did to Delmonico's

ONE of the most famous restaurants in the world went into the hands of a receiver the other day—Delmonico's, on Fifth Avenue, New York. It was known all over the world, and had been operated for more than 100 years under the same name and under the management of the same family.

In the bankruptcy petition which was filed against the establishment, the paltry sum of \$721 is given as the principal claim. Yet the business possesses, in addition to its good will, \$450,000 worth of fixtures, silver, china, etc., and a stock of wines which cost \$65,000, and is now greatly increased in value. According to the receiver, "the assets are greatly in excess of the total liabilities."

What was the matter with this famous old restaurant? The same thing that is the matter with a good many shoe retailers; too heavy an investment and too slow a turnover.

Delmonico's gross profit per sale—his mark-up, if you please—was large enough to make the average shoe dealer's mouth water. But the sales did not come fast enough, and he went broke in spite of the long profit. Carrying charges on his investment broke his back.

On the other hand there is a chain of Childs' restaurants in the same city which are making money on a gross profit per sale which is hardly a fraction of Delmonico's. But they feed thousands where Delmonico served hundreds. Their turnover is extremely rapid, and their stock investment is low. Instead of being piled up on their shelves and in their cellars, their stock comes in the back door as it is needed, and keeps right on going out the front door. No money is tied up in idle stock, for there is no idle stock. Rapid turnover and small daily investments enable the Childs company to earn handsome net profits on a gross margin, which would not pay Delmonico's for the use of one of their silver spoons.

The shoe dealer, of course, is not running a restaurant, but the same principles apply. The closer he can come to selling his stock as fast as he gets it, the more profit he can make, and the greater his success will be.—"Shoe Facts," house-organ of Ames Holden McCready, Ltd., Montreal.

### A. N. A. Banquet

The banquet of the Association of National Advertisers, to be held in New York on the evening of December 5, in connection with the annual convention of the association, will be addressed by Abram I. Elkus, late ambassador to Turkey and Rev. Charles A. Eaton, head of the National Service Section, Emergency Fleet Corporation. L. B. Jones, of the Eastman Kodak Company and president of the A. N. A. will act as toastmaster.

# Peace Construction Development

**A NEW BUSINESS ERA IS AT HAND.**  
To the companies that reach out vigorously  
unparalleled opportunities are within grasp.

In no other field is this true to the same degree as in the metal-working industry. The demands of war have for the past four years relegated to the background the normal requirements of Peace. A great flood of orders, dammed up for four years, will be let loose in the immediate future. The railroads of the country must be rehabilitated—great building operations are bound to be under way soon.

But this is only the start. The tractor industry, born just before the curtain went up on the world catastrophe, has had its growth stunted, has been confined within bounds by lack of labor and material. These bounds exist no longer and a development paralleled only by that of the automobile industry is to be expected.

And even that is only a bare outline. The building of steel ships; of sugar mill machinery for Cuba; of agricultural equipment, not only for this country and Canada, but also for the Argentine, Australia, Russia and devastated Europe; of factories and buildings in important cities of the world; all call for steel and machinery. America is called upon to do more than her share in the reconstruction of the world.

Tap this great market through THE IRON AGE. A word of inquiry will mean much for the development of your business. Let us have it now, and you will find us prepared to discuss fully this great rich market.

## THE IRON AGE

THE WORLD'S GREATEST INDUSTRIAL PAPER

239 WEST THIRTY-NINTH STREET, NEW YORK

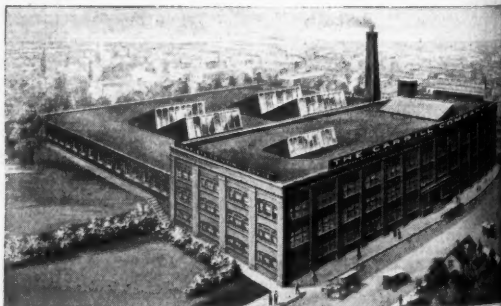
Charter Member A B C

# and Now—

**T**HE transition from a war basis to normal commercial business has come much more quickly than we expected. With as little delay as possible, plans must be perfected and the necessary material produced for an aggressive campaign.

Many firms were unprepared,—have not all their literature ready for instant action. And they are short of salesmen to do the needed work.

Direct-by-mail advertising can do much toward the correction of these conditions. It can quickly and effectively place your story before your customers everywhere. It can make up the lost time by getting to all your prospects simultaneously. And it can do full justice to your proposition because it is not limited as to size, style or colors.



The Complete Cargill Plant can serve you quickly and effectively, handling every branch of the production of your sales material.

# —Do it Directly

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It will bridge the gap until your catalog is ready and your salesmen can get to each customer. And it will serve to back up both. The Cargill Organization can be of great help to you *now*—in assisting in the formulation of your plans, in getting out direct mailing cards, folders or hangers, and in preparing and producing your catalog and other merchandising literature.

For The Cargill Organization is truly complete. Every branch of the production of your printed matter is handled under the one roof, independent of outside help at any step. This organization is trained to handle your work with the minimum demand on your time. The nation-wide business of the Cargill Company has been built and is held on our ability to give better speed, fuller co-operation and a superior product. Cargill service has eliminated distance and proved its value for many of the biggest concerns from Coast to Coast. Whatever you are contemplating—catalog, booklets, mailing pieces, or a full campaign—let us show you how Cargill Service can help you.

## The Cargill Company

### Complete Printing Service

GRAND RAPIDS, MICH.

Planning - Designing - Engraving - Printing - Binding  
Illustrating - Copy if you wish



The **New York World**

NEW YORK

TEL 4000 BEERMAN

SEND ALL REMITTANCES TO CASHIER OF THE WORLD.

OFFICES IN GREATER NEW YORK:

MAIN OFFICE, WORLD BUILDING, PARK ROW  
 UPTOWN OFFICE, COR. 38<sup>TH</sup> ST & BROADWAY  
 HARLEM OFFICE, 248 WEST 125<sup>TH</sup> STREET  
 BROOKLYN OFFICE, 408 EAST 148<sup>TH</sup> STREET  
 BROOKLYN OFFICE, 292 WASHINGTON STREET  
 BROOKLYN OFFICE, 317 FULTON STREET

MAIN OFFICE — Nov. 25, 1918.

### About Buying-Inertia.

Dear Sales Manager:-

Are you getting anywhere in New York?

Have you the dealer distribution you think you have? The New Yorker is a free spender, but exacting. You must make it easy for him to buy.

There's a live dealer on every corner, carrying "everything in big demand". If he hasn't your goods, you may call this dealer incompetent, or other names, but you lose caste with Mr. N. Y. Consumer just the same. He won't hunt you from store to store.

The New York World offers to help you get first dealer distribution in New York, quickly and economically; or more and representative distribution. Or, if you have good distribution, we'll help make dealer and consumer sit up and take notice, push and pull you to the front of shelf and counter.

There are only two IFS to The World's offer to stage a New York campaign for you:

(1) A sales force to work the trade thoroughly, under our direction, before advertising copy is released.

(2) A non-cancellable contract for space sufficient to make good your promises to send customers to the dealer. 12,500 lines within six months would appear to be a reasonable minimum from the standpoint of making an impression upon either the dealer or New York's millions. Don't you think so?

Write for "The Story of The World's Merchandising Service"

Very truly yours,

THE NEW YORK WORLD'S

*Bertrand Chapin* MGR.

MERCHANDISING DEPARTMENT.

# Methodists of Canada Look to Advertising

Committee Will Consider a Plan to Use Advertising to Bring Together the Church and the People

By H. C. Lowrey

AT the Annual General Conference of The Methodist Church of Canada held recently in Hamilton, Ontario, a resolution was passed memorializing the General Conference Board on the subject of the establishment of a permanent Publicity Committee or Board. This action on the part of such an outstanding organization in the ranks of the non-advertisers is indicative of the present trend of thought. It is also indicative of the effect of the advertising of the power of advertising.

The churches, which have hitherto been notorious non-advertisers, have come into such intimate contact with the numerous advertising campaigns for Red Cross, Y. M. C. A., Temperance, War Relief, etc., that they have seen and felt actual results of the power of advertising to influence and actuate great bodies of people and to enthuse them to do things which ordinarily they would shun. This association with advertising organizations together with the growing unrest within their own folds has had the effect of encouraging radical remedial measures, the proposal of which in pre-war days would have invoked a crushing storm of protest against such undignified commercialism. But the war has brushed aside the barriers and introduced advertising in its true light in many places where it was formerly taboo.

While this action on the part of the Methodist Church of Canada has not yet reached the stage of decisive action, its reception by the General Conference was auspicious and encouraging. Many delegates have sensed the need for an organized campaign to combat the diminishing congregation problem

and the unrest which seems to pervade the people. The effect of ministerial work along the front line trenches on many famous ministers is finding expression in the broader views which these men have brought back with them. The churches have been drawn closer together during the world's peril and it is now the thought to rise still higher above the separating barriers and to establish in civil life the same camaraderie existing at the battle-front.

## WAR HAS AWAKENED THE CHURCHES

It is this new element which is bringing about the silent revolution within the church organizations. The new order is striking for modern equipment to meet modern conditions and the need for a broader employment of advertising is being keenly felt. The insertion of "Church Services" notices is no longer regarded as effective advertising in the sense of promoting the interests of the church as a whole—they are too localized for that. The need is for a comprehensive propaganda to "sell" religion to the masses who do not now attend church services, in other words, to reach the undeveloped market and to sell it something it needs and should have.

The resolution presented at the Conference and favorably recommended by it to the Book Committee, which controls the publishing activities of the Church, is reproduced in part below. No action of further definiteness will be taken until the Book Committee convenes. Something has been started—that's the big, potential point.

"The daily press," says the resolution, signed by S. F. Dixon, "is a great power and I think it will

be agreed that our Church has often suffered in the public mind, its activities have not been understood by even some of our own people either by the inadequate information given or by the misplaced emphasis of the daily press. Editors, as a rule, are keen for information that has news value, and a General Conference Committee whose members understand the workings of the Church and also what is of news value could secure space in the press.

"Further, such a Committee could be charged with the issuing of leaflets and pamphlets on matters which agitate the people from time to time. The amount of literature on certain themes which finds its way into Methodist homes is amazing and faith is being undermined. The local church cannot undertake to meet these attacks in the way a General Board could. . . .

"Moreover, such a General Conference Committee could often help and guide the local church or associations of churches, not only directly by publicity of the work of the church as a whole, but also by giving counsel how best to secure proper advertising of local church work.

"Further, this Committee would be in a position to interpret the thought of the Church as a whole as no one department can do in the nature of the case. It would become an organ voicing our corporate life. A wide awake committee could give pith and point to all the work and to the work of the whole church. Hundreds of millions of dollars are spent annually by business concerns in publicity. Our Government is leading the way re Victory Loans, etc. I sincerely believe the laymen would support a properly conducted publicity campaign by large gifts and that such an investment would bring large dividends to the Kingdom and to our Church.

"I am not presuming to indicate methods, further than that they should be modern and many. There are some departments that have splendid means of publicity now, and a General Confer-

ence Board need not interfere in any way with any department, but should rather help the several departments, and on proper occasion could be the organ through which the department or departments could secure wider expression and deepened, more informed interest."

It is evident, of course, that advertising and free newspaper publicity were mingled in the thought of the petitioner above quoted. He does not go into any of the details of the proposed campaign, wisely leaving these plans to those who have made advertising their business. The important thing is that advertising has been proposed for a national church body and that the subject is to come up for consideration by the committee having all publishing activities in charge.

### Newspaper Ad Men Complete Organization

The advertising managers of a number of leading daily newspapers met in Chicago last week and effected a permanent organization to be known as the National Association of Daily Newspaper Advertising Managers. The discussions brought out the fact that there is a vast amount of constructive work to be done by newspaper advertising departments in co-operating intelligently with their customers in solving the great business getting problems of the reconstruction period.

The working plan was left to the executive committee to think through and put into force. The association will meet in Chicago the third week in August.

The following officers were elected: H. A. Ahern, *New York Journal*, president; Rowe Stewart, *Philadelphia Record*, first vice-president; J. B. Woodward, *Chicago, Daily News*, second vice-president; E. W. Parsons, *Chicago Tribune*, secretary and treasurer. Executive committee: W. G. Bryan, *Atlanta Georgian-American*, chairman; William McKay Barbour, *New York Globe*; W. F. Rogers, *Boston Transcript*; E. L. Clifford, *Minneapolis Journal*; George M. Burbach, *St. Louis Post Dispatch*; Otis Morse, *Detroit Free Press*; Charles Miller, *Birmingham News*; H. R. Young, *Columbus Dispatch*; F. R. Hussey, *Chicago Evening Post*; A. A. Carrington, *Omaha Bee*; H. A. Roberts, *Cleveland Plain Dealer*; H. J. Grant, *Milwaukee Journal*.

Frank R. Bokfsky, formerly advertising manager of the *Detroit White Lead Works*, has resigned to join the *Detroit Ad Service*.



# "Advertising on a Greater Scale Than We Have Ever Known"

Self Interest Dictates This in Order to Promote the Absorption of Goods for Which the World Is Hungry

By Lee Anderson

Vice-President, Commercial Division, Hupp Motor Car Corporation, Detroit, Mich.

WE have increased our advertising more than 100 per cent over the schedule which has been our basis for the past few months.

We are doing this, not particularly to insure the sale of the cars we shall be able to build for the next few months, but rather as an indication of our faith in the stabilizing of American industry and our belief in a big commercial future ahead of us. We believe that advertising, in general, of all kinds of industry will have the effect of stabilizing labor conditions materially and of convincing the vast army of workers who have been engaged in war activity that the industry of the country has ample commercial activity to keep everyone employed, even with the stoppage of war work.

In our own case, the automobile industry has been granted a 50 per cent increase over its past schedule of production by the War Industries Board. With such war work as we have yet uncompleted, and with this greatly increased activity in automobile production, there is no probability that we will require less labor; and we may, in fact, require more. The demand for our regular product — Hupmobiles — has remained so far ahead of our ability to produce for the past year and a half that we shall be kept amply busy building up to the schedule limited by the Government, without considering the addition of any new products.

There is now and there has been for a long time, a shortage of labor in the automobile industry. The Government drew heavily upon the young men in the automo-

bile business, and even with the stoppage of actual war production, I do not anticipate the return of more men to the automobile industry than it will be able to handle.

Raw materials are, of course, still subject to Government regulation. The curtailment of war production must inevitably release quantities of raw materials necessary to automobile production. Steel, the biggest factor, it seems to be the consensus of opinion, there will be plenty of, but there is little likelihood of any great excess of steel production.

## PREDICTS LABOR WILL BE ABSORBED IN INDUSTRIES

I think that the labor situation requires very serious thought and very careful handling. I do not, however, feel any serious apprehension as to the release of raw materials or employees, due to the stopping of war work. All of these activities, which mean the release of great numbers of laborers and might result in panic among the laboring classes, will come about so gradually that I feel convinced the productive capacity of the country will keep pace with it in regular peace-time production. Most assuredly the world is in need of a great many products which were not available when we were engaged in war. There is, to me, every indication of an overwhelming world market for the pre-war products. That demand, will, I believe, absorb the greater part of the productive capacity of the country and of the available labor of the country.

I cannot say that we had any exceptional experience with advertising during the war period.

We maintained our advertising on as large a scale as was consistent and believed that we should do so, not only for the good of our own business, but for the effect of such advertising on industry in general.

I have, throughout the war, developed a conclusion in which I am sure you will concur. It is this: The past year and a half has been given over to production, for selling activities in general were not necessary because of the greater part of the industrial capacity of the country being devoted to war production. War did not have to be sold its products; it demanded them. Therefore, the demand was entirely for production.

This demand of war greatly expanded the productive capacity of existing concerns and it developed tremendous new factories, engaged exclusively in war work. With the end of the war, it is obviously poor economy to throw away these vast quantities of machinery and these tremendous plants. They must be utilized. War production did not permit profits sufficient to warrant the scrapping of all of these, to utilize which markets must be developed. To turn such a war plant into a peace-time production plant necessitates definite decision as to the product which shall be built in that plant and of a definite market to absorb the product. This means that we are going to concentrate again on selling.

I think the world is capable of absorbing the products of this greatly expanded industry, but to do so I believe we must institute such merchandising activities as the world has never seen. This, it seems to me, would necessitate advertising on a greater scale than we have ever known it. I see already indications that a tremendously increased advertising activity is just over the hill.

### Death of C. J. McConville

Constantine Joseph McConville, president of Finch, Van Slyck & McConville, Inc., wholesale house of St. Paul, Minn., died November 15, aged sixty-seven years.

## Sales Speed Up of American Toys

**J**OBBERs in the Chicago district report a big increase in retail merchants' purchases of playthings since the armistice was declared. They lay this to the ending of wartime uncertainty and to a patriotic endeavor to uphold the American toy manufacturer.

Butler Brothers, whose refusal of a large shipment of German made toys attracted attention all over the country a couple of weeks ago, tell PRINTERS' INK that the purchases of American made toys since that time have been nothing short of remarkable. Merchants visiting the market to buy Christmas stocks show much elation over the firm's refusal to handle German goods and express the hope that this policy will be adhered to vigorously. Many letters received with mail orders express similar views.

"It is very evident," an official of Butler Brothers said, "that the average every day American citizen knows what he wants and pays a great deal more attention to merchandising affairs than he is usually given credit for doing. The retail merchants of course reflect the views of their customers. There may be room for criticising this attitude on economic grounds. There may be strong reasons for the assertion that Germany must have a chance to rehabilitate her foreign business or she can't pay her wartime debts. But this apparently is not going to have much influence on the consumer. He shows unmistakable signs of insisting on his right to spend his money where he pleases and this apparently means he is not going to feel pleased to spend it on German made goods."

### L. E. Anderson in East for "Fashion-Art"

L. E. Anderson has been appointed Eastern advertising manager in New York of *Fashion-Art*, published in Chicago. He was until recently connected with the Chicago home office.

# World-Wide Reconstruction Number

## THE IRON TRADE REVIEW

Our WORLD-WIDE RECONSTRUCTION issue, January 2, 1919, in conjunction with the 1919 ANNUAL NUMBER, will mirror the industrial needs and plans of the whole world—especially in the rebuilding of war-wreckage on both land and sea; the national and international Railroad projects that are already under way; the marvelous revivification of the Building industries; the plans and needs of Governments; the remobilization of the Automotive giants; the expansion of the Implement industries; the vast and urgent needs of Municipalities and Roadbuilding interests—in short, the reborn world of a quickened industrial peace and the demands it will make upon American manufacturers.

With only two weeks in which to handle the advertising for this issue, the time is so short that it will be out of the question for our advertising representatives to call personally upon all advertisers.

If you wish to be represented in this most constructively helpful issue of THE IRON TRADE REVIEW, kindly prepare your copy at once and send it to us complete with cuts.

Make your copy specific as to exactly what you have to offer—especially, equipment and supplies that you now have in stock ready to ship—for this issue will be used as a BUYERS' GUIDE by thousands of men who need right now and will buy immediately the products that our advertisers have to offer.

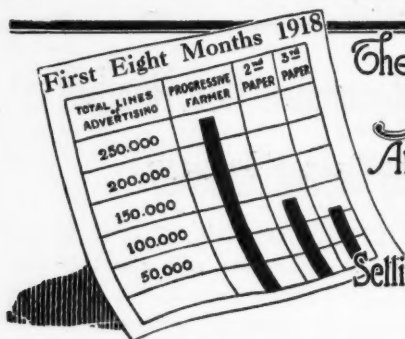
FORMS CLOSE DEC. 10

**THE PENTON PUBLISHING CO.**

PENTON BUILDING, CLEVELAND

Power Boating. The Marine Review. The Iron Trade Review  
The Foundry. The Daily Iron Trade and Metal Market Report.

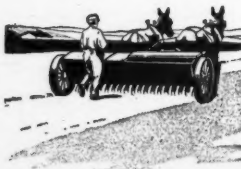
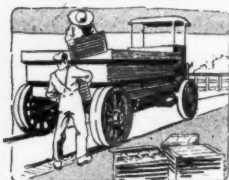
Members A. B. C. and A. B. P.



## The Judgment of Americas keenest Space-Buyers on Selling Southern Farmers

**W**OULD you like to have those who are responsible for the most successful automobile campaigns give you their opinion as to the best Southern farm paper? Would you like to know the medium upon which the manufacturers rely for creating more of building materials? Would you like to know the Southern farm paper in which farm implement and machinery manufacturers, after years of experience, make their best space investment?

The figures below will give you this information. They show that our keenest space buyers rely upon the Progressive Farmer more than any other two Southern papers. The figures reflect the opinion not of one man, but the consensus of opinion of every successful advertiser. The graphics below show the amount of space used in each Southern farm paper during the first eight months of 1918. During this period the Progressive Farmer carried 44,446 square lines of advertising, more than the second and third Southern papers combined.



### Automobiles and Accessories

In this classification we include automobiles, tires, trucks and accessories. The Progressive Farmer carried almost as much as the Second and Third papers combined. It shows a gain over last year when the Second paper shows a loss. Its gain is over 350% greater than that of the Third paper.

Progressive Farmer	46,233 Lines	=====
Second Paper	28,628 Lines	=====
Third Paper	18,025 Lines	=====

### Building Materials.

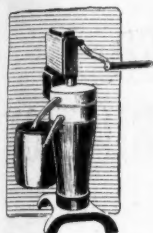
On the progressive farm new buildings are constantly being erected. The Progressive Farmer carried three times as much building material advertising as the Second and Third papers combined. It made a gain over last year when the Second and Third papers showed a loss.

Progressive Farmer	16,600 Lines	=====
Second Paper	3,660 Lines	=====
Third Paper	2,492 Lines	=====

### Farm Implements.

For years the Progressive Farmer has fought for more machine power on the farm. It carried last year about 50% more implement advertising than the Second and Third papers combined.

Progressive Farmer	43,832 Lines	=====
Second Paper	18,140 Lines	=====
Third Paper	15,163 Lines	=====



**C**ream Separators, Dairy Supplies and Barn Equipment. The Progressive Farmer has for years carried the greatest volume of advertising for cream separators, dairy supplies and barn equipment. Last year these advertisers, after years of experience, used more space in the Progressive Farmer than in the next two papers combined.

Progressive Farmer	8,138 Lines	=====
Second Paper - -	4,902 Lines	=====
Third Paper - -	3,142 Lines	=====



**L**ivestock Advertising. The Progressive Farmer carried eight times as much as its nearest competitor and over four times as much as the Second and Third papers combined. 95% of our livestock advertisers are our readers. Our columns are profitable to them as well as to manufacturers.

Progressive Farmer	38,619 Lines	=====
Second Paper - -	4,261 Lines	=====
Third Paper - -	4,046 Lines	=====



**H**ome Lighting Outfits. Better education and better homes have occupied a prominent part of our editorial program, insisting that the farm wife be given all the home conveniences. The Progressive Farmer carried more advertising of home lighting outfits than the Second and Third Papers combined.

Progressive Farmer	5,165 Lines	=====
Second Paper - -	2,095 Lines	=====
Third Paper - -	1,999 Lines	=====



**T**ractors. The Progressive Farmer carried almost twice as much as the Second paper and 80% as much as the Second and Third papers combined.

Progressive Farmer	13,772 Lines	=====
Second Paper - -	6,491 Lines	=====
Third Paper - -	6,331 Lines	=====

Stripped of all verbiage, the charts sum up the opinion of every manufacturer who has successfully advertised in the South's great farm papers. It is the essence of their experience. More words are unnecessary.

# THE PROGRESSIVE FARMER

ALBANY, N. C.    BIRMINGHAM, ALA.    MEMPHIS, TENN.    DALLAS, TEXAS

# NOW CONSTITUTED THE ORGAN OF RECONSTRUCTION

Based on Documents Furnished by  
the French High Commission for  
the Rehabilitation of France.

## THE NEW FRANCE

☐ All patriotic Americans will be interested in the Herculean task. Some to read of it; many to participate in it.

☐ THE NEW FRANCE offers American manufacturers, contractors, shipping and transportation firms, supply houses and others, an excellent medium for introduction to those who will administer this gigantic undertaking.

☐ Write, wire or phone for details.

## THE NEW FRANCE, Inc.

*A Journal of Franco-American Relations*

220 West Forty-second Street  
New York City

Telephone, Bryant 5506

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# Size of Sales Territories

Dependent on Many Factors—In Selling Specialties, Size May Frequently Be Reduced as Trade Develops

WEST MEDFORD, Mass., Nov. 5, 1918.

Editor of PRINTERS' INK:

Have you ever published any articles relating to the following problem?

A concern sells a specialty such as a \$25 adding machine. It is a canvassing proposition, sold by medium grade salesmen. (1) How large a territory should be assigned to each salesman? (2) Does the territory get "worked out" or does the salesman feel that it is worked out after he has canvassed it once? (3) Is it possible to keep a salesman permanently in a small territory with such a proposition and keep him permanently getting sales?

HENRY BURWEN.

WITHOUT making an intimate study of the business, it is difficult to answer these questions with any degree of exactness. Size of territories should be determined by geographical, railroad and commercial conditions; the extent of organized sales plans; the type of towns which offer the best market; the number of potential customers in a given area; the average number of calls necessary to sell a prospect; whether you are seeking national distribution or intensive distribution in a certain well defined territory, etc.

The general experience of most specialty articles is that at first a somewhat expansive territory is mapped out. The salesman hits the high spots where he can be assured of generous orders which will help to reduce initial sales costs and raise factory production to a profitable level. Later, as trade develops and the products become better known, territories are reduced in size to a point where the salesman can interview his prospects as frequently as proves necessary, render the proper measure of service and still obtain enough business to make things profitable.

Some salesmen can work best on a large territory—or imagine so. Others make their most conspicuous successes on a carefully cultivated county or segment of a city. A small territory can often

be developed much more economically providing sales are sufficient to reduce percentage expense figures. Especially is this true where the salesman resides in the centre of a small territory and railroad and hotel expenses are minimized. Big territories often encourage many jumps and lead to haphazard trade cultivation.

2. Whether a territory gets "worked out" depends largely upon the product. In the case of an adding machine, obviously the customer once sold would not keep on repeating, as might be the case when purchasing soaps or breakfast foods, or tobacco or clothes. But even then, under proper supervision the territory is more likely to become worked up. New prospects will continually appear and especially when introducing an unknown product, prospective customers may have to be called upon for years before they finally capitulate.

## COMBING THE TERRITORY FOR MORE ORDERS

Often it is the custom to work a single trade at a time and by specializing, master the intricacies of this trade, learn the objections to the article, and study combative argument. Certainly the salesman should not be permitted to feel that a territory is "worked out" after a single canvass. This can best be done by checking up the record of your most successful salesmen and recording the average number of calls needed to sell each order. Unless prospects are familiar with your product through advertising the first call may be consumed merely in getting acquainted.

3. Whether a salesman can be kept permanently in a small territory getting sales, depends upon the saturation point—the point at which all prospects are transformed into non-repeating customers, who, having purchased once, do not again represent



market possibilities. With a \$25 article of somewhat general use, our personal opinion is that in the populous commercial and industrial States it would take a very long time to reach this point of saturation, if indeed there is such a point. Whether you are able to keep your salesmen getting orders depends upon the relative merit of the product, price, competition, etc.; the ability of the sales manager to suggest new sales channels; and the type of advertising used to stimulate a ready consumer acceptance.

A few of the articles that have appeared in **PRINTERS' INK** relating to the cultivation of sales territories are listed below.—[Ed. **PRINTERS' INK**.

The Cure of Worn-Out Salesmen. May 16, 1918.

Choosing the Salesmen to Fit the Territory. February 7, 1918.

Salesmen Find New Outlets When Territories Are Reduced. September 27, 1917.

The "County Unit" Plan of Cultivating Sales Territory. February 15, 1917.

How Some Salesmen's Grievances May Be Cured. August 31, 1916.

Reducing Sales Territories Without Alienating Salesmen. July 13, 1916.

### "Stars & Stripes" Advertising Space Sold by the Inch

ONE of the interesting things discovered by those who have in charge the publication of the *Stars and Stripes*, the newspaper of the American Expeditionary Force, in Paris, is that type faces in America and in England vary as to depth. In America there are 12 lines to the inch when the matter is set in six point, and in England, 11 lines. This difference is explained by the fact that the English point system is based upon 66 instead of 72 points to the inch as in this country. The *Stars and Stripes* is set in the Paris plant of the London *Daily Mail*.

Therefore those in charge of the advertising have adopted the inch advertising standard for American and English business

announcements. This will prevent confusion and misunderstanding. Any compositor, be he Chinese, African or Hindu, whether or not he knows a word of English, can set up an advertisement to fill a certain space measured by a foot rule but would be unable, in most cases, to understand what was meant when told to set up copy to fill a certain number of lines.

The *Stars and Stripes* for October 4 was delivered on the day of publication to the men in the front line in Argonne by American pilots flying Liberty planes. Two thousand two hundred copies done up in bundles of ten were scattered along the line from the western edge of the Argonne forest itself to Brioules on the Meuse. Some fell 1,000 feet, others were dropped from airplanes that almost grazed the tops of the trees. The soldiers ran pell-mell for the papers as they fell—the rush being similar to the crowds that gather about the bargain counter of a department store.

### Government Department Says "Service Is Advertising"

"Silent advertising of the right kind" is the phrase coined by the superintendent of the Seattle office of the Employment Service to cover the notation "Thank you" on the backs of employment forms returned to Service offices by satisfied employers.

"Thank you!" The two short words are crammed with meaning. They mean that the applicants referred by the Employment Service fit the work required of them; that employers and employed alike appreciate the effort in their behalf; that the Employment Service office which receives the commendation is functioning as a true factor for betterment in the life of its community.

"Silent advertising" of this type costs nothing, but is invaluable. To obtain it in ever-increasing quantity should be the aim of every office and every employee of the Employment Service.—"U. S. Employment Service Bulletin."

### G. W. Doonan in Bank's Foreign Department

George W. Doonan, who for some time has been in charge of the Chicago Bureau of Foreign and Domestic Commerce under the Federal Department of Commerce, has resigned to become foreign trade representative of the Central Trust Company, Chicago.

# In Making Up Our Canadian List, We'll Start With MACLEAN'S

This is the general policy of a great number of advertisers who believe in intensive advertising—covering the greatest field—the highest quality readers—at lowest cost.

The policy is a sane one, for MacLean's, with over 60,000 copies a month for a country the size of Canada, is numerically equivalent to over one and a quarter million copies in the United States, and when you add the fact that MacLean's appeal is to the better class of well-prospered Canadians, you have a medium that merits the first choice, and is the first choice.

Size 9 7/8" x 12 1/4"  
(commencing  
January issue.)

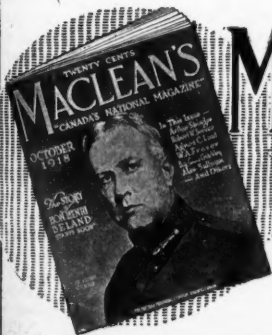
Issued first of  
month for which  
dated.

Closing date the  
10th of previous  
month.

Rate 40 cents to  
35 cents a line.

If you are getting an overflow circulation in Canada from your United States mediums, MacLean's will take up the thread where they leave off, and will localize your appeal to *Canadians*.

If you are beginning to advertise in Canada, it is the first national medium to use. If you are already advertising in Canada, MacLean's, by reason of its national circulation, is the logical medium to consolidate.



## MACLEAN'S CANADA'S NATIONAL MAGAZINE

Write for Sample Copy to  
**THE MACLEAN PUBLISHING CO., Ltd.**  
183 University Ave., Toronto

## The Baltimore Star

The fastest growing afternoon newspaper of  
Baltimore, Md.

On Monday afternoon, Nov. 11, at 1 P.M., President Wilson went before Congress to read the armistice terms. The country was on its toes to get them. Here's the record made in Baltimore, Md., by the evening papers:

BALTIMORE STAR was on the street at 2.28 P.M. WITH FULL 35 TERMS.

Baltimore Sun was on the street at 2.38 (10 minutes later) with only 7 terms.

Baltimore News was on the street at 2.42 (14 minutes later) with only 11 terms.

The same kind of service is given by



The Oldest and Foremost Newspaper of  
Baltimore, Md.

Advertisers using the Baltimore American and Baltimore Star have found this combination, at the combination rates, their best proposition.

### FOREIGN ADVERTISING REPRESENTATIVES

VERREE & CONKLIN, Inc.

225 Fifth Avenue.....New York, N. Y.  
28 E. Jackson Boulevard.....Chicago, Ill.  
11 Lafayette Boulevard .....Detroit, Mich.

# Manufacturers May Retain Some War Restrictions

War Industries Board Rapidly Lifting Regulations—Up to Business Men Themselves Whether to Retain Simplified Lines

## *Special Washington Correspondence*

THE "conservation" programmes that the War Industries Board worked out in innumerable conferences with manufacturers and distributors are being shorn of their Governmental authority and of their mandatory features. Some of these conservation schedules, as for example, those affecting oil stoves and straw hats, have been wiped out at a stroke of the pen. Others, such as the roster of limitations imposed upon shoes and ready-made clothing will survive for, say six months, principally because goods now in process of manufacture conform to the "recommendations" for standardization. By and large, however, the entire conservation structure is being scrapped, so far as the Government is concerned.

It is not unnatural, perhaps, that many of the men who labored night and day in the slow process of evolving what they aspired to make ideal systems, economically considered, for production and distribution, should regret to see this business machinery junked. This spirit is, if anything, more widespread in business circles than in the Government environment. It explains why business men are making appeals to Washington by mail, telegraph and personal visit, not to be over hasty in abolishing the conservation schedules. Some of these practical business men—some, moreover, who had no hand in formulating the schedules—go so far as to say that their experience with the new plan, brief as it has been, is such that they would regard it as a positive catastrophe if Uncle Sam, in his haste to give business a free hand, should allow business to slip back into all the old, wasteful, illogical habits from which it has so recently been lifted.

Nevertheless, the officials do not intend to continue as missionary work what they undertook as a war-time necessity. Some of them echo rather feelingly the sentiment that is being heard in business circles to the effect that it is a crying shame to send to the discard conservation programmes worked out by the best brains in America. They believe that there should be established in the Department of Commerce, or elsewhere, a permanent bureau whose regular function would be to help business men to concentrate on essentials. The feeling on the part of these men is that they were put on the conservation job to help win the war and that now that the war has been won their work is done. A container expert in the service of the United States Food Administration, speaking a few days ago to a PRINTERS' INK representative with respect to the removal of the ban on tin containers, said rather ruefully, "I believe that the trades will go right back to the use of the 'baby can,' although it is one of the most wasteful practices of which a business community was ever guilty." Yet, this man hears no call to preach economic packaging when the war pinch does not compel it.

## TRADE ASSOCIATIONS MAY RETAIN RESTRICTIONS

"It is squarely up to the trades—more specifically to the trade associations." This ultimatum given to PRINTERS' INK by a leading official of the War Industries Board, puts in a nutshell the stand and the sentiment of official Washington with respect to the continuance of the conservation programmes that have brought about temporarily the simplification of styles, the reduc-

tion in the number of models, and the elimination of slow-moving lines. If any trade has found its conservation limitations irksome it can rest assured that it will be unshackled very soon. The whole conservation fabric is being unraveled much more rapidly than it was woven. No conservation schedule is abolished, however, until the final disposition has the approval of the war service committee of the industry affected.

In most instances the war service committees go to Washington to arrange the details of the honorable discharge of their respective trades from the war-time obligations. This is facilitating, in not a few instances, the perpetuation of all or a part of the "eliminations" by action from within the trade. For example, the farm equipment industry, which eliminated more dead wood from its catalogues than any other industry—cutting out hundreds of styles, sizes, etc., for which there is only limited demand—stands pat for the perpetuation of the revised programme. No doubt whatever is expressed that the trade is sufficiently well organized to put over this plan.

There is one form of war-time conservation that is going unmourned and unsung. This is that spirit of sacrifice that called for the discontinuance of the furnishing by manufacturers of show cases, display racks, window cut-outs, metal signs, etc. But for the metal shortage, most of these economies, it is safe to say, would never have been proposed and there is a feeling at Washington that after all it is a form of economy that even in war-time is scarcely worth the candle. Similarly the disposition at Washington is to leave no trace of the demand that every merchandise box and case should be filled to the limit of capacity and that there be no superfluous labels and no unnecessary use of paper in wrapping, etc. Just as all metal container regulations are cancelled and tin-foil has been restored to favor, so we find a disposition to

allow manufacturers all along the line to return to their old fashions in dress of the goods. The action taken last week in the case of hosiery and similar goods will be followed by similar waivers that will permit manufacturers in other lines to return, if they wish, to the use of all expedients for making their packages attractive.

### Wm. P. Larkin's Work for K. of C.

The supervision of transporting the equipment and supplies sent overseas by the Knights of Columbus, as well as the men who have gone abroad in the interests of that organization, has been in charge of William P. Larkin, New York manager of P. F. Collier & Son. Tons of chocolate, chewing gum and candy; hundreds of millions of cigarettes and huge quantities of athletic goods have been ordered and shipped and distributed under his direction. When the French railroad service, overburdened by military requirements, was unable to cope with the transportation of relief supplies, the Knights promptly inaugurated a motor-truck service. The motorcycles that were sent overseas were originally ordered by the defunct Russian government but are now running over France bearing supplies to our forces.

### A Partial Index to Printers Ink

For five months the San Francisco Advertising Club has conducted a "Reader Service" in the weekly issues of "Ad Age," the club's house-organ. In this department articles of interest in current publications are listed, and classified according to the nature of the subjects covered. In last week's issue, dated November 20, there were listed fourteen titles of articles, all of which had appeared in **PRINTERS' INK**.

H. W. Nelle, manager of the club, states that the feature has proved valuable to many club members, who do not have opportunity to read all advertising publications completely through.

### Loganberry Jiffy-Jell Advertised

"Jiffy-Jell" is advertising its loganberry flavor in the newspapers. "The flavor is made from fresh Loganberries," says the advertisement. "We use many berries to make the flavor for a single Jiffy-Jell dessert."

"There are ten flavors, but try Loganberry."

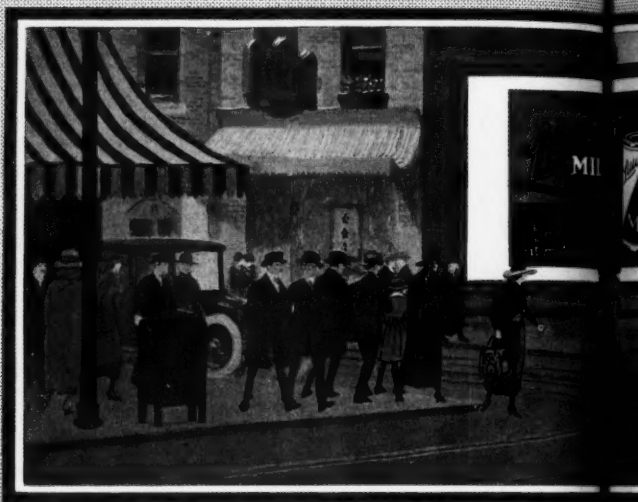
This advertising takes on added interest because of the national campaign in behalf of "Lo-ju," the loganberry soft drink, which has familiarized many persons with this fruit, which was comparatively unknown until recently.

CHARLES DANIEL  
**FREY**  
 COMPANY

*Advertising  
 Illustrations*

104 SOUTH MICHIGAN AVENUE  
 CHICAGO





## LIBBY, McNeill & Libby

Libby, McNeill & Libby is another of the leading firms in the placing of their poster advertising campaigns.

We are thus chosen by this great Company for the operations of our Company are also national in scope, and type of service in every poster advertising campaign.

We have the largest staff of recognized poster artists backed by the facilities and equipment of a large organization efficiency and productiveness possible to any firm.

We invite consultation.

CHICAGO

The Libby Co.

Largest Advertising Agency in the World





## , Mc & LIBBY

of the leading national advertisers who have entrusted  
 ing campaign

Company Food Purveyors for the reason that the  
 national, and we are enabled to render the highest  
 advertising United States and Canada.

ized poster specialists in the field today. This staff,  
 management, assures the advertiser the utmost  
 able to secure the medium of poster advertising.

The Co. NEW YORK

Best Advertising in the World

# NATIONAL PETROLEUM NEWS

*Published Every Wednesday*

Publication Office

402 Coedon Building, Tulsa

112 Huron St., Cleveland

50 East 42nd St., New York

## Oil Industry the Largest User of Motor Trucks

**A**CROSS the prairies of Oklahoma, Kansas and Texas runs train after train of motor trucks.

They are bringing up the trainloads of pipe, drilling equipment, cable, pumps, and boilers to develop the world's greatest field of refinable oil—whose wells must meet the world's need for gasoline, kerosene, and lubricants in the reconstruction period that must now come.

The oil producers are fast learning the tremendous saving and advantages of trucks over teams of 2 to 12 horses. Oil marketers for some years have been among the country's largest users of motor trucks. In four years NATIONAL PETROLEUM NEWS has paved the way for manufacturers with 75 pages of truck engineering articles (and not a line of press agent stuff.)

Come into this market with  
**NATIONAL PETROLEUM NEWS.**  
An A.B.C. Audit—unique in oil publishing—protects your investment.



# The Hole in the Dollar

If Victims Knew the Truth Congress Would Put Our Standard Coin  
in a Strait-Jacket

By Prof. Irving Fisher

Department Political Economy, Yale University

Reprinted from the *Financier*, New York.

THE real culprit being the dollar, the real remedy is to fix the purchasing power of the dollar. I have in preparation a book on the subject ("Stabilizing the Dollar," Macmillan) which will go into more detail than is here possible. But the essence of the plan is very simple.

Our dollar is now simply a fixed weight of gold—a unit of weight, masquerading as a unit of value. A twentieth of an ounce of gold is no more truly a unit of value or general purchasing power than a pound of sugar or a dozen eggs. It is almost as absurd to define a unit of value, or general purchasing power, in terms of weight as to define a unit of length in terms of weight. We would scarcely define a yardstick as any stick which weighs an ounce.

What good does it do us to be assured that our dollar *weighs* just as much as ever? Does this fact help us in the least to bear the high cost of living? We complain of the dollar, and justly, that it will not go as far as it used to. We want a dollar which will always buy the same aggregate quantity of bread, butter, beef, bacon, beans, sugar, clothing, fuel, and the other essential things that we spend it for. What is needed is to stabilize or standardize the dollar just as we have already standardized the yardstick, the pound weight, the bushel basket, the pint cup, the horsepower, the volt, and, indeed, all the units of commerce except the dollar. All these units of commerce have passed through the evolution from the rough and ready units of primitive times to the accurate ones of to-day, when modern science puts the finest possible point on measurements

of all kinds. Once the yard was defined, in a rough and ready way, as the girth of the chieftain of the tribe and was called a gird. Later it was the length of the arm of Henry the First, and still later the length of a bar of iron in the Tower of London. To-day we have at Washington a Bureau of Standards where the modern yardstick is determined by a bar of metal amalgam noted for its insensibility to changes in temperature but nevertheless kept in a room of constant temperature, under a glass case, and not approached by the observer, lest the warmth of his body should cause it to vary, but sighted through a telescope across the room!

## OUR YARD-STICK HAS SHRUNK

Except the dollar, none of the old rough and ready units are any longer considered good enough for modern business. The dollar is the only survival of those primitive crudities. Imagine the modern American business man tolerating a yard defined as the girth of the President of the United States! Suppose contracts in yards of cloth to be now fulfilled which had been made in Mr. Taft's administration!

And yet the shrinkage in such a yardstick would be no greater than the shrinkage we have suffered in the far more important yardstick of commerce, the dollar; and this yardstick is used, not only in the few contracts in which the yardstick of length is named, but in all contracts of business! We tolerate our crazy dollar only because the havoc it plays is laid to other agencies. If its victims knew the truth about the dollar it would be put in a strait-jacket at the very next session of Congress; for the evils of it—evils of confusion, uncertain-

ty, social injustice, discontent, and disorder—are as vast as would be the evils if all the other units of commerce—the yard-stick, the bushel basket, the hour of work, etc.—should be left to the tender mercies of chance.

And yet we tenaciously keep to that standard in the blissful assumption that it never varies, justifying this illusion by noting that the price of gold, in terms of itself, always remains \$18.60 an ounce, nine-tenths fine! We seem to like to humbug ourselves.

#### SUMMARY OF PLAN

The plan is in brief:

(1) To abolish gold coins and to convert our present gold certificates into "gold-dollar certificates" entitling the holder to dollars of gold bullion of such weight as may be officially declared from time to time.

(2) To retain the virtual "free coinage"—that is, deposit—of gold and the free redemption of gold-dollar certificates.

(3) To designate an ideal composite goods-dollar consisting of a representative assortment of commodities, worth a dollar at the outset, and to establish an index number for recording, at stated intervals, the market price of this composite dollar in terms of the gold dollar.

(4) To adjust the weight of the gold-bullion dollar at stated intervals, each adjustment to be proportioned to the recorded deviation of the index number from par.

(5) To impose a small "brassage" fee not to exceed any one change in the gold dollar's weight.

The plan should, of course, start off with the price level actually existing immediately before its adoption. There would therefore be no shock in adopting the goods-dollar as our unit by varying the weight of gold bullion to represent that goods dollar. In fact, there would be less shock than when we adopted standard time and changed our watches accordingly. Just as the time engagements of the whole world have been modified and simplified

by the shift of watches from local to standard time, or, more recently, by the shift for "daylight saving," so the money engagements of commerce would all be put on a true standard without jar or confusion.

Substantially the same kinds of money would be passed from hand to hand as before the system was adopted, and the ordinary man would be quite unaware of any change, as unconscious, in fact, of the operation of the new system as he is now unconscious of the operation of the present system, or as were the inhabitants of India when the "gold exchange" standard went into force a quarter of a century ago.

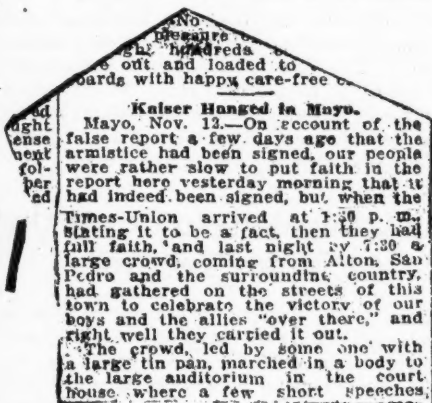
The whole question of monetary standards must come up for discussion soon after the war is over. History will repeat itself in some degree. Europe will almost certainly see a "greenback" party arise as we did after the Civil War, opposed to any return to the old metallic basis, especially as that return will double or quadruple the cost of paying off the war loans. The bimetallist and free-silver exponent also will probably appear once more. In fact, I am credibly informed that some silver interests are now preparing their propaganda and occasionally launching some of it.

There will also be the great international question: Whether or not to restore the old pars of international exchange, all or almost all of which have been severed by the war in one way or another. This being the case, shall we supinely leave our standard of value to drift, the puppet of circumstances, when we can so easily stabilize it? Are we going to let the value of our American dollar and the magnitude of our billions upon billions of dollars' worth of American contracts be the accidental result of unknown and unknowable European policies after the war? Are we forever to be at the mercy of conditions which we can not control? And be it noted that all the above-mentioned problems for Europe will be greatly simplified,

# Confidence

The clipping below from the Florida Times-Union of November 13th fairly expresses the confidence that the people of Florida have in the news columns of this newspaper.

The Times-Union enjoys this confidence because of the care exercised in the selection of matter published in its news and advertising columns. The Times-Union refuses to publish rumors and "alleged news" as NEWS and refuses to publish objectionable and misleading advertisements.



CONFIDENCE in the news and advertising columns of the Times-Union is one reason why the Times-Union has a circulation of—

**More than 32,000 daily**

**More than 42,000 Sunday**

The circulation of the daily Times-Union is 12,000 greater than that of any other daily newspaper in Florida.

The circulation of the Sunday Times-Union is as great as the daily circulation of any two Florida newspapers combined.

## The Florida Times-Union

Jacksonville, Florida

Represented in the Foreign Field by

**BENJAMIN & KENTNOR COMPANY, New York and Chicago**

## Taking the Place of the Two Who Are Gone

**T**ODAY one man must do the work of three. For, of an industrial population, in normal times, of 35,000,000, experts figure only some 11,000,000 are left to carry on the business of the country.

Even with the first rays of peace brightening the horizon, demobilization and readjustment will necessarily be slow. Man Power is still short. But competition is going to be keener than ever. Every nation will be in the race for after-the-war business. There is but one way you can meet the sales-struggle adequately and thoroughly—and that is by the printed word.

### Mailing Campaigns to Cover the Absent Men's Territory

The Bert L. White Company's Illuminated Mailing Campaigns greatly enlarge the radius of individual effort—break down barriers of indifference—start sales and close them—give one man the power of three who lack this aid and influence. Our clients, using these Campaigns, are among the largest in America—noted for efficient and unusual selling methods.

"*The Barometers of Business*", our new book, is an exposition of the principles which these concerns have found so effective. We mail it free for the asking to business officials and advertising executives.

### Bert L. White Company

*Originators and Producers of*

**Illuminated Campaign Material**

for Sales and Promotion Purposes

1215-27 Fullerton Avenue, Chicago



if, for once, a really scientific solution of the problem of money standards is reached by one nation.

The world is now looking to us, as never before, for leadership. It is our golden opportunity to set world standards. If we adopt a stable standard of value, it seems certain that other nations, as fast as they can straighten out their affairs, resume specie payments, and secure, again, stable pars of exchange, will follow our example. After gold and silver fell apart in 1873, the nations, one after another, adopted the common standard of gold; and now, after the falling asunder of all the pars of international exchange from this world war, the new order will probably be set by whatever nation first seizes the opportunity and takes the lead.

#### STABLE PARS HAVE ALL GONE BY THE BOARD

There is a further reason why the present is a golden opportunity. This is that we do not now have to consider the objection which existed before the war to one nation alone standardizing the dollar, namely, that it would embarrass our foreign trade by breaking existing pars of exchange. The pars have been broken already—even with England, though she has succeeded in "pegging" exchange at \$4.76 for the present. And most of these pars will probably remain broken for several decades to come, just as ours did, because of the Civil War, for the period of 1861-1878, or as the English did, because of the Napoleonic wars, for the period 1801-1821. It will be a surprise if before the middle of the twentieth century stable pars are again reached. Standardizing our own dollar will therefore not break pars of exchange but, on the contrary, will help foreign nations to make them again. And broken pars of exchange are of relatively slight consequence in any case. The important undertaking is to put our own internal commerce on a stable basis; and our internal commerce is prob-

ably a score of times as important as our foreign commerce.

From all standpoints, then, we now have the greatest opportunity of history to set and regulate the monetary standards of the world.

If we do not do this, if we do not provide a really scientific remedy, if we take the ground that we must simply drift with the tides of gold and credit, that we are helpless to do anything to rectify or prevent in the future the great social injustices which history warns us will surely come, as between creditor and debtor, wage earner and employer, salaried man and profit-taker, we shall be simply fertilizing the soil of public opinion for a dangerous radicalism. Then surely some demagogue will flourish and offer an ill-considered remedy which will sweep everything before it. We shall then see, not a scientific study of a technical problem with a willingness of all parties to have an equitable settlement, but outraged justice will call forth revengeful effort and we shall witness a great selfish class struggle. Discontent, unrest, suspicion, class hatred, violence, charlatanism will follow, and even if a fairly satisfactory settlement ever grows out of such unpromising soil there will remain a bitterness embedded in it which will not disappear for generations.

Even if our shifting dollar were guiltless of most of the offenses charged, even if the high cost of living of to-day had no relation to the dollar, there would still be excellent reasons for standardizing it—on the same general principle on which we have standardized all other units. Accordingly, a friend suggests that the plan be presented independently of the "cost of living" discussion, purely as a problem of weights and measures.

But the indictment will stand. The more the evidence in the case is studied the deeper will grow the public conviction that our shifting dollar is responsible for colossal social wrongs and is all the more at fault because these wrongs are usually attributed to



other causes. When those who can apply the remedy realize that our dollar is the great pickpocket, robbing first one set of people and then another, to the tune of billions of dollars a year, confounding business calculations and convulsing trade, stirring up discontent, fanning the flames of class hatred, perverting politics, and, all the time, keeping out of sight and unsuspected, action will follow and we shall secure a boon for all future generations, a true standard for contracts, a stabilized dollar.

[The plan as here outlined has received the approval of a large number of economists and business men of influence, including President Hadley, of Yale University; a committee of economists appointed to consider the purchasing power of money in relation to the war (consisting of Royal Meeker, United States Commissioner of Labor Statistics; Professor Wesley Clair Mitchell, of Columbia University; Professor E. K. Kemmerer, of Princeton University; Professor Warren M. Persons, of Colorado College; Professor B. M. Anderson, Jr., of Harvard University and Professor Fisher of Yale); Frank A. Vanderlip, president of the National City Bank of New York; George Foster Peabody, of New York; John Perrin, Federal Reserve Agent of San Francisco; Henry L. Higginson, of Boston; Roger W. Babson, statistician; John Hays Hammond, mining engineer; John V. Farwell, of Chicago; United States Senator Robert L. Owen; the late Senator Newlands; and Sir David Barbour, one of the originators of the Indian gold exchange standard.]

#### Four Weeks' Pay for Soldiers, While Getting Work

The National Council of Defense, with headquarters at Chicago, has telegraphed an urgent appeal to the War Department to give returning soldiers a furlough with four weeks' pay after they reach home. H. H. Merrick, president of the organization, declares this will help stabilize the labor market by giving the soldiers time to get themselves established before being thrown again upon their own resources.

#### Government Frowns on Commercial Bribery

UNDER date of November 22, W. G. McAdoo, Director-General of Railroads, issued a circular to employees of the railroads, which is significant.

"A practice has grown up," the circular reads, "by which officers and employees of railroads have been given Christmas and other holiday presents by shippers, and by business houses who furnish supplies and materials to railroads.

"While in many instances these presents do not represent material value, yet the practice is essentially objectionable, and it is the policy of the Railroad Administration that it should be discontinued entirely."

Earlier in the month another department of the Government registered its disapproval of the giving of presents in order to get business. In a letter, to dealers in foodstuffs in the District of Columbia, the District Food Administrator stated that the "payment of commissions by retail and other merchants to the stewards, butlers, chefs, cooks, servants and other agents and employees of their patrons is a demoralizing and corrupting practice." In the future, he stated, the giving of presents in this manner would be considered an unfair practice.

It will be remembered that in the spring of this year the Federal Trade Commission placed the stamp of its disapproval on commercial bribery of this character. The attitude of the Government seems to be pretty clearly indicated.

#### Gordon D. Richardson Wounded in Action

Corporal Gordon D. Richardson, assistant sales manager of T. A. Willson & Co., Inc., Reading, Pa., makers of Willson Goggles, was wounded in the hip in one of the last smashes at the Hindenburg line. He is invalided at the U. S. Army Base Hospital No. 33, Portsmouth, England. Corporal Richardson is a member of the 107th Regiment.

# When Your Catalog Is Shot to Pieces



**M**ANY a catalog has been ruined since the last gun was fired. Peace may as certainly kill a catalog as war.

If your catalog has been destroyed you need an effective means of putting your sales story across—economical, easy to change and more personal than ever!

Foldwell Coated Writing letterheads solve the problem—giving you a combined personal letter and circular. Circular advertising is effective, but it lacks the personal appeal of your letter. However, a combination of the two is most effective.

Foldwell Coated Writing costs less than a good bond and folds equally well. It reproduces half-tones and color plates with the same perfection as Foldwell Coated Book and Coated Cover.

SEE THE FOLDWELL LETTERHEADS others are using to meet After-the-War Conditions—Complete set sent free.

**Foldwell**

**CHICAGO PAPER COMPANY**  
806 S. Wells Street Chicago, Ill.

# "By Their Fruits Ye Shall Know Them"



THE character of products manufactured by our clients is an index to the high reputation of the firms we serve—

—likewise a tribute to the confidence they place in “Advertising Service Headquarters.”

**The Manternach Company**  
*Advertising Agents*  
Hartford, Connecticut



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ERWIN & WASEY COMPANY

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*Advertising*

58 EAST WASHINGTON STREET • CHICAGO

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An organization  
conscious of the past  
and its verities, aware  
of the future and  
its promises, alive to  
the present and its  
*opportunities*. Sound  
purpose, sane effort,  
competent men.

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# Test Points for Meeting Competition

The Easy Going Ways of the Past Will Spell Your Doom If Used Now  
—What to Know and Do in the World-push for Markets

By B. S. Cutler

Chief of Bureau, Foreign and Domestic Commerce, Washington, D. C.

THE appalling percentage of business failures in the United States is due very largely to ignorance; ignorance of cost accounting, ignorance of market, ignorance of proper production methods and ignorance of the human element composing labor.

As a nation we have generally depended on luck and hustle to produce the big results of which we are so fond. Evolution, stability and a long look into the future have appeared to us somewhat superfluous to success on a big scale. We have been looking fondly at the size of the superstructure and have paid little attention to the foundation. I do not attribute this attitude to all American enterprises, for I must except some concerns of national scope whose foundations are laid solidly in the concrete of study, experimentation and laboratory research. And yet the early history of many of them shows instances of deplorable losses through neglect of facts that should have been ascertained before certain markets and market methods and financial outlays were undertaken.

Some minor instances of typical unpreparedness have come to my attention lately as the result of attending a conference of eminent export managers who freely discussed their past errors with disgust and a degree of humor.

These cases demonstrate the truth that disaster frequently hinges on a mere trifle of popular custom or of trade habit or of political sentiment. One man related his fundamental mistakes of trying to sell corsets in a country of South America through the use of attractive shops equipped lav-

ishly with fitting rooms and maids in attendance. His establishments and his corsets were universally admired, but the ladies of the land thought of corsets as part of their lingerie outfit which they always try on at home and their modesty was secretly offended at the idea of a public fitting. Another man, having sold a large sample of jewelry emblems on arrival in a foreign port, cabled home frantically for more goods; they came in abundance, and still remain unsold to the last emblem. It seems that the first day of his arrival was a fete-day and the design on his emblem was suitable for that day and for no other.

## BUYERS ARE FICKLE

Not long ago a concern suffered the return from the Orient of a large consignment of apparel ordered in anticipation of a festival, the goods being returned because they showed the gayest of gay colors whereas the festival was one of lamentation for the dead, demanding jet black. I know also of many concerns during the last fifteen years which have stocked up abroad on articles of fashion without considering the fact that the styles were subject to change every six months by dictates from Paris or London. The results were no less costly than occur from overstocking in a market suddenly glutted by the original sales. The glowing results from a primary exploitation frequently exhaust the purchasing power in that particular line and leave a depression which calls for thorough and patient commodity education. Frequently high priced automobiles have sold freely in a given locality for several weeks, at the end of which time all of the people of wealth have been satisfied and no other buyers remain.

Portion of address, Nov. 21, before the Convention of the American Specialty Manufacturers' Association, Cleveland.

Lack of calculation often leads merchants into a guarantee of delivery to inland points abroad, and at home, at a time when the entire transportation facilities and all freight handlers are wholly occupied in moving a seasonal crop. This is an ever-present danger in smaller foreign ports from which connection with the interior is confined to a single railroad or stream.

Such errors of judgment, though slight compared with false operations on an international scale, may be avoided by merely elementary study of the field.

Doing business "on a hunch" from now on will entail overhead costs that spell annihilation for the producer or merchant who must meet severe competition.

No longer can he depend upon the very easy conditions which have heretofore covered up our mistakes. In the early days of this country our tremendous natural resources on the very surface of the land and an endless chain of immigration providing labor and customers produced in combination a market from ocean to ocean and from semi-tropical Mexico to the Arctic region that would absorb almost any product fairly attractive. Excessive overhead costs, due to lavish use of men, materials and time, were easily covered in prices which could not be resisted in all localities; that is, enough purchasing public might be found here or there to keep us going, regardless of lower prices from competition. Distances in the country created transportation costs in many cases so high that they over-shadowed the difference in price between an article highly priced from one producer and the same article at a more reasonable price from another quarter. We had not yet reached the European stage of intensive production and marketing amongst crowded cities within easy range of one another.

Things are different now. Our industrial capacity in many directions exceeds the normal demand. A sign of this is found in the widespread concentration of trade individuals into association for the

purpose of eliminating self-destructive competition on the part of these units who do not respect actual costs and the necessity of trade integrity. By mutual enlightenment they hope to banish ignorance and market treachery. Another sign of overcapacity is the attraction to overseas trade that is operating on every hand.

#### THE MARKET MUST BE KNOWN

Outside of our own boundaries we are more certain than ever to meet the competition of merchants who know thoroughly what they are doing. The European merchant is a grubber after facts. He studies his field like a jewel appraiser with his microscope, like a professional taster of teas with a sensitive mouth, like a lace buyer with his millimeter rule. His banks go carefully and patiently into the personal life of a possible customer; his official advisers take into account even the political views of a consignee and his utilization of racial preferences for color, style, size, etc., is infinite. His habit of action is still that of a painstaking artisan who slowly fashions a commodity and then carries it from household door to door, inquiring about the health of the family while his commodity undergoes pitiless inspection upside and downside by the entire household. He does business minutely on a large scale.

So indeed do many of our largest concerns after they have reached the point of size where laboratories and a scientific staff can be afforded. In organizations of that scope, incidental or overhead expenses run into such high figures that savings, small in point of percentage of total output, are large enough to justify elaborate methods of economy; it is noticeable that success in competition with European producers and merchants has been confined principally to concerns which could afford the refinements of cost control. That is one reason why I cannot condemn aggregations of capital and labor under a single organization. Against the possibility of their superior strength



being used to throttle competition and to fix extortionate prices—an offense that is seldom committed, I credit them with power of employment and livelihood to the greatest number of people. The resources and the men involved turn out many more units of production than would emanate from an equal amount of men and resources in the control of many separate individuals. Trade associations are born with the same instinct to join forces, not in a scheme of piracy but for human and economic salvage. By far the best educated producers that I know are those who have studied their problems in association. In Europe today unified policy and action have become an obligation forced upon the trades by the several governments.

What I mean by commercial education is not a conglomerate of knowledge about trade in one man's head. The acquisition and retention of too much data can easily sap the creative energy necessary to forward vision and progress. I do insist, however, on the analytical habit of mind that demands the basic facts of a business proposition. I would have the manufacturer of woolen clothing know something of wool from the point of its original source to its transformation into textiles; a manufacturer of buttons ought to know the entire history of vegetable ivory, galilith and like substances; the cotton textile merchant should carefully watch crop movements, prices, sales, etc.,—all to the end of buying and selling at the right time. One cannot over-emphasize the advantage of being in point of information ahead of current conditions.

#### THE MASTERY OF FACTS

It is often said that good salesmen are born, not made. That means to most people that personality can defy and over-ride adverse market conditions. I disagree emphatically, unless it is meant that in rivalry for a given amount of trade amongst order-takers—order-takers and not sales-managers—the most aggressive or

agreeable personality wins. Every successful manager of sales goes through the unconscious process of asking himself questions as to marketing methods. As yet, however, few of them in this country sit down to a deliberate and exhaustive survey of the matter such as I suggest in the following questionnaire:

About an old or new market for an old or new commodity, I want to be continuously informed on the following points.

- a. Population figures.
  1. Racial predominance.
  2. Percentages of other racial stocks.
  3. General literacy or state of public education. (A very vital point in advertising, display methods, personal approach, etc.)
  4. Predominant employment, whether industrial, agricultural or mercantile.
  5. Percentages of other vocations and professions.
- b. Purchasing power per capita.
- c. Character of banks, whether liberal or conservative.
- d. Merchandising customs.
  1. Character of stores, whether department stores or shops or other sales methods.
  2. Payment habits, whether by cash or credit predominantly.
  3. Local delivery requirements.
  4. Use of sales floors or warehouses. (That is, do the merchants put the greater part of their stocks in one place or the other; some display only a few samples and deliver from warehouse.)
  5. The use of advertising mediums and outside solicitation.
- e. Banking facilities.
  1. Are the banks primarily absorbed in financing crops or factories?
  2. Are they generally conservative or liberal? (This has a bearing on the individual purchasing ability if ready money awaits

the marketing of crops or can be borrowed in anticipation of them.

3. The proportion of banks or other financial agencies that accept mortgages on real estate. (Liberality in this respect creates more fluid conditions of purchasing power amongst the public and stabilizes local conditions.)
- f. Transportation facilities.
  1. What water, rail and trolley lines exist and carry package freight. (On this question hinges much of the marketing problem in the smaller commodities since they are readily distributed over a wide radius from warehouse centres.)

These questions might be elaborated or modified according to the commodity involved. They are suggestive only of an attitude of respect for the facts in the case. Certainly they cannot be neglected by a manager who must reduce to a minimum the overhead costs of failure.

A further step is the use of statistics. here is nothing abstruse or cryptic in a table of figures showing the import or export figures of a commodity. When we perceive in the last monthly summary of the Department of Commerce that manganese is moving more freely from Brazil to the United States, it prompts the question—"why?" The answer leads you to a correct idea of conditions in that country and the consequent opportunity for profitable trade.

### Nowland Heads New York Salesmanship Club

George Nowland, of Nowland, Garretson, Inc., New York, and formerly associated with Fels & Company, Philadelphia, has been elected president of the Salesmanship Club of New York. J. W. White, of the Baker-Vawter Company, is the new vice-president. The directors elected were Mrs. Florence Duryea of the Ipswich Hosiery Co., Miss Camilla Donworth of the Films of Business Corporation and E. J. Donnelly of the Travellers Insurance Co.

### The Enlargement of Cusack's New York Organization

Simultaneously with the occupation of its new building in New York, at Fifth avenue, Broadway and Twenty-fifth street, the Thos. Cusack Company is enlarging its organization. J. A. Shultz, for ten years manager of the Buffalo branch of the company, has become sales manager, and A. H. Brook is assistant general manager. Mr. Shultz has a staff of ten salesmen, to cover the metropolitan territory. F. T. Hopkins, who has been the New York sales manager of the Cusack Company for two years, and who was previously the manager of its St. Louis branch, has resigned, and he will become the New York manager of the National Outdoor Advertising Bureau, which is the only outside concern that has offices in the new building. The Bureau represents the outdoor interests of seventy-seven of the leading advertising agencies of the United States, and will be completely reorganized and strengthened. It is aimed largely to increase the membership.

The new Cusack building is the most notable advertising structure in New York City. It is six stories high, of unique artistic appearance, and wholly occupied by the company, with the exception of the Bureau above mentioned. The offices command a fine view of Madison Square. Sixty-six persons will be employed in the New York branch alone.

The New York office is under the management of W. S. Yerkes, vice-president of the company, who has been in the organization for eight years.

### Foreign Nations Need to Know Truth About United States

ALLIED INDUSTRIES CORPORATION

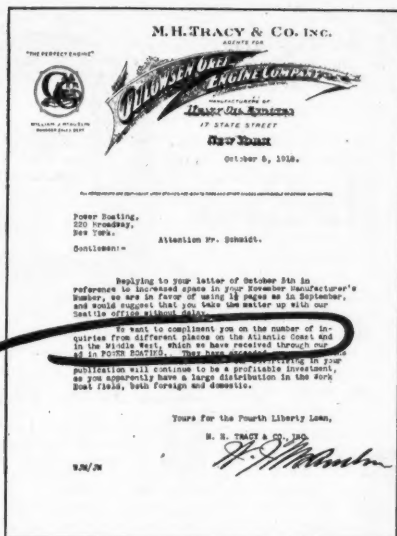
New York, November 15, 1918.

Editor of PRINTERS' INK:

I have had it in mind for two or three days to write to you suggesting that the time was now ripe to press an agitation for some permanent department of the Government protecting the interests of the United States from unjust aspersions in foreign countries through publication. Just now there has been laid on my desk your article in November issue of the 7th.

You probably have noted that a considerable part of the activities of the Committee on Public Information are now about to be dispensed with but that the Foreign Press Bureau will be kept going a little while longer. It seems to me that this Foreign Press Bureau ought to be made a permanent thing to meet a situation such as arises when the attack on the Webb Bill was launched in Buenos Aires. PRINTERS' INK ought to be able to keep this subject humming and get advertising agencies and also Associations and Corporations unitedly to urge upon the Administration the continuance of this branch of public service.

ATHERTON BROWNELL



**"We want to compliment you on the number of inquiries from different places on the Atlantic Coast and in the Middle West, which we have received through our ad in POWER BOATING —"**

The writers of this letter are introducing a new heavy-duty oil engine of Norwegian design to the owners of power workboats in the East and Middle West. The introduction is being successfully made through **POWER BOATING**.

**POWER BOATING** is the only business paper that has ever succeeded in building up a real circulation among workboat owners. They are the money-makers, engaged in fishing, towing, freight and passenger carrying. A new and exclusive sales field.

Member A. B. C. and A. B. P.

## THE PENTON PUBLISHING COMPANY

Penton Building, Cleveland

**Power Boating** :: **The Marine Review** :: **The Iron Trade Review**  
**The Foundry** :: **The Daily Iron Trade and Metal Market Report**

# The Razor



# Lincoln used

**T**HE razor Lincoln used was not unlike the man himself—in outward form, unassuming, and yet an instrument of exquisite balance—with a time-saving length of blade, a fresh, keen stropped edge for the work in hand and a wonderfully even temper.

One pictures Lincoln as full of affection for this honest blade despite the fact that his deep-furrowed face was not the easiest to shave. The only things that Lincoln's razor really needed to lighten the patient morning task were the safety and convenience of the guarded, *double-edged* blade of the



## DURHAM-DUPLEX

### A Real Razor—made Safe

The time-tested *heft*, the splendid temper and shape of the razor Lincoln used—but it won't cut your face. Furthermore, it's the longest, strongest, keenest blade on earth, with more shaving mileage than any other razor. And when this two-edged blade has dulled, keep it for sharpening in

a spare moment. You can strop it—you can hone it—why throw good steel away? Seven million users have seen the good sense of adding all these extra advantages to the acknowledged good points of their old razor. Go to your nearest dealer and join these seven million practical men today.

#### ONE DOLLAR COMPLETE

This set consists of a Durham-Duplex Razor with white American ivory handle, safety guard, stropping attachment and package of 3 Durham-Duplex double-edged blades (6 shaving edges) all in a handsome leather kit. Get it from your dealer or from us direct.

### DURHAM-DUPLEX RAZOR CO.

CANADA 41 Victoria Street Toronto	ENGLAND 25 Strand St. Wm. Bathurst	FRANCE Place St. André Paris St. Rue de Paradis, Paris	ITALY Columbo, 2011 Viale Mazzini 5, Milano
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One of a Series prepared by  
THE WENDELL P.  
**Colton**  
COMPANY

GENERAL ADVERTISING AGENTS  
165 BROADWAY, NEW YORK

# Who May Advertise Aspirin?

U. S. Patent Office Is Expected to Settle Moot Problem in Decision Now Pending

A DECISION of much interest to advertising men and advertisers is now pending in the United States Patent Office. It will presumably be a landmark in regard to the moot question of whether trade-mark registration should expire with the expiration of patent rights on the product described by the trade-mark.

The United Drug Company, of Boston, is the petitioner, and the product is Aspirin, manufactured by the Bayer Company, Inc., and extensively advertised by it. The petition asked for cancellation of the registration (in 1900) by the Farbenfabriken of Elberfeld Company, since the patent rights in "Aspirin" expired in February, 1917. Answers were filed both by that company and by the Bayer Company, which is its successor, having taken over the business on June 12, 1913. (The Bayer Company is, as readers of PRINTERS' INK are aware, to be sold in the immediate future by A. Mitchell Palmer, Alien Property Custodian.)

A motion to dismiss the petition for cancellation of the trade-mark was denied by the examiner in charge of interferences, and testimony has been taken from both sides. This testimony was completed and the final hearings held before the Examiner of Interferences some time ago. In the meantime, a suit of the Bayer Company, Inc., against the United Drug Company, seeking to restrain the latter from using the word Aspirin on packages of acetyl salicylic acid is pending in the N. Y. District Equity Court, a ruling having been made that the equity suit brought by the Bayer Company should not be tried until after a decision had been rendered by the patent office in the cancellation proceedings.

Some indication of the attitude which the Patent Office may be expected to take on the matter is

possibly indicated by the ruling of the Examiner of Interferences in denying the motion of the Farbenfabriken of Elberfeld Company that the petition of the United Drug Company for cancellation of registration be dismissed. "The crucial point in the case," says this ruling, "is whether the registered mark, 'Aspirin,' has become public property, as petitioner alleges. Registrant, in the motion to dismiss, denies that the mark has been abandoned or that it has become public property and contends that it still possesses the right to exclusive use of said mark. This contention is mainly based upon the assertion that the facts alleged in the application for cancellation do not show that the monopoly in the mark 'Aspirin' passed to the public upon the expiration of the patent.

"It is well settled by the decision in Singer Mfg. Company vs. June Mfg. Company, 75 O. G., 1703; 163 U. S., 169, and a long line of similar decisions that if the word 'Aspirin' was the generic name of the patented article, the right to apply that name to the article passed to the general public with the expiration of the patent on February 27, 1917." The examiner quotes with approval an earlier decision in another case, which said:

"In view of the fact that under the trade-mark act of 1881 a certificate of registry remains in force for thirty years from its date (with certain exceptions unnecessary to be here considered), I do not think that this office should register trade-marks which though lawful trade-marks at the date when registry is sought, will become public property before the expiration of the thirty years. By so doing the Patent Office would be placed in the light of attempting to aid in prolonging a monopoly, which manifestly, under the

decisions of the courts, is unwarranted. To thus attempt to give the petitioner a monopoly for many years longer than is given by the patent, 'would be a fraud upon the public,' (Consolidated Fruit Jar Co., C. D. 1878, 101; 14 O. G., 269)."

He adds: "The conclusion seems obvious that although the registered mark, 'Aspirin,' may have been a lawful trade-mark at the time registration was sought, the monopoly expired with the patent for the article, if the mark was the generic name of the thing patented.

"Whether the registration should continue in force or whether the mark is now *publici juris* and its registration therefore invalid, depends upon whether 'Aspirin' is the generic name of the patented article. This is a question of mixed law and fact. Registrant contends that 'Aspirin' is not the generic name or the only name by which the article could be known; that it could be designated 'acetyl salicylic acid.' Proper determination of this question cannot be made at this time upon the pleadings alone."

### Women's Municipal League Poster Awards

**I**N December, 1917 the Civic Art Committee of the Women's Municipal League, New York, offered a prize of a silver cup to the advertiser whose 24-sheet poster appearing on the display boards of New York up to November 15, 1918, should be deemed the most effective from the standpoint of business and art. Owing to the interference of war with business the number of entries was not as large as was expected. Twenty-eight well-known poster advertisers entered the competition with forty-five different poster designs.

Among them were the National Biscuit Company, Hecker-Jones-Jewell, Liggett & Myers Tobacco Co., Eveready Batteries, Fisk Tire Company, American Tobacco Co.,

Kayser Silk Gloves, Vim Trucks, Lea & Perrins Sauce, Liquid Veneer, Gillette Safety Razors, and Selden Trucks.

The Committee of Awards, consisting of George Ethridge, Philip L. Thomson, James Montgomery Flagg, Daniel C. French, and John Quincy Adams, awarded the prize to the Liggett & Myers Company for its Chesterfield Cigarette poster, by Leyendecker, showing a soldier of the infantry looking smilingly at a cigarette held between his fingers, the smoke from which rises bluely before his eyes. "Mild? Sure, and yet they satisfy," is the text accompanying it. Honorable mention was made of the Liggett & Myers' poster by Maxfield Parrish, which was entitled "Fit for a King."

From an artistic viewpoint this poster, in the opinion of the Committee of Award, led all the others, but it lacked the selling quality which is essential in poster advertising. Mr. Parrish's work shows three beautifully colored panels. The two outer ones present single figures representing the guardians of the king's castle, which can be seen in the distance in all their enchanting glory. In the center panel is shown a smart old king—perhaps King Cole—with a crown on his head and spectacles on his nose inspecting an automobile tire which two pages are holding up for his examination.

These two and the other poster submitted in the competition are on view this week in the Art Alliance Gallery at 10 East 47th Street. One of those that attract the attention of visitors is entitled, "Time to Re-Tire," and shows a long line of youngsters clad in their sleeping garments, each carrying a lighted candle in his hand, making their way through a big automobile tire into Slumberland.

The Gillette Safety Razor poster presents a picture of Santa Claus, whiskers and all, leaping over the snowy top of a trench with a Gillette shaving outfit in his hand, and being warmly welcomed by the soldiers.

*George S. Thorsen*

formerly Western Manager  
of Metropolitan

has joined the West-  
ern organization of

**COSMOPOLITAN**

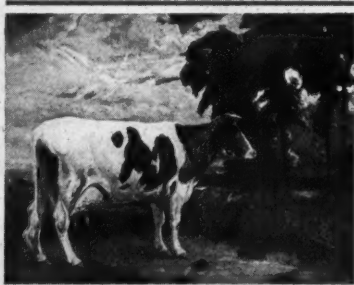
Wm. T. Hamilton, Jr.  
*Advertising Manager*



*Oliver J. Cabana, Jr.*



**Mr. Cabana Owns  
Liquid Veneer and  
the \$150,000 Holstein-  
Friesian Cow**



**Read About This \$150,000.00 Cow and**

# LIQUID VENEER

## Both are World Champions

HEADLINE: WASHINGTON STORM - is now attack on rail and gas. ENDSIDE OF STORM, telling about the Liquid Energy Crisis, the Chicagoans Cry at the World over all ages and income and interest at \$15000, and for connection, with most other World Chambers, the great future America Liquid Energy.

The story tells how the "happiest man" among the Spaniards was a clerk for a notary, known during his work as a notary, during his free time he felt the need to pass his time by writing, therefore, he began to write letters to his wife, and made it possible for the notary to be known as the "happiest man" in the world, because he was the only one who was able to write letters to his wife, and made it possible for the notary to be known as the "happiest man" in the world, because he was the only one who was able to write letters to his wife.

Only title of most useful, telling us what was tried in the strongest language, and by all, most apt, (151881.) *FEEL*, a philosophical consideration of a beautiful painting by Professor Koller, at the

**JUST THINK OF IT:** The great one has produced 7½ pounds of butter and 30 pounds of milk in a single day, while the ordinary cow produces only a much smaller amount—about 7½ pounds of butter and 15

While making the switch, Roger told me, "At Liquid Visions, we're really excited about the possibilities of creating an all-new world because of an wonderful place to bring our future technology and products and all



Don't want the usual taste? Try it plain, with lemon, or with one or two lumps of sugar. You'll find it's just what you need.

You get the same high quality at the same old price. 2¢/lb. \$1.00. 2¢/lb. \$1.00.

**BUFFALO SPECIALTY COMPANY**

**I**F THE drawing of  
a road does not  
improve in spirit, some

This halftone reproduction of a full page in colors from one of the national publications for October is proof of the increasing importance and influence of the Holstein-Friesian cow.

Were you aware that 75% of the nation's dairy products comes from black and white cows—Holstein-Friesians?

**BUFFALO SPECIALTY COMPANY**  
277 Buffalo St. Buffalo, N. Y.

COMPANY  
Baltimore, Md.



Rag Apple Korndyke 8th

*This Bull Stands at the Head of  
Mr. Cabana's Million-Dollar Herd  
of Holstein-Friesians*

## The Man Who Put Liquid Veneer on the Household Map is a Holstein- Friesian Breeder

He carries his Holstein ideas into his advertising.

Mr. Cabana owns a half thousand Holstein-Friesian cattle, representing an investment of *over a million dollars*.

—And he “would not know how to do without the Holstein-Friesian World” for the information he must have to make that great investment a financial success.

### MR. CABANA SAYS:

“The Holstein-Friesian World is a splendid advertising medium, bringing us a large number of inquiries and at a very satisfactory cost.”

“Personally, the writer would not know how to do without the Holstein-Friesian World from the standpoint of getting all the information in our line of business.”

*Household Map*

Mr. Cabana is one of the hundreds and thousands who, with their tremendous investments in Holstein-Friesian cattle, look upon the World as an indispensable source of information for the trade news of the breed.

### THESE MEN ARE THE LEADERS OF THE DAIRY INDUSTRY.

The great importance of the Holstein-Friesian cow, the demands upon her for breeding stock to replenish dairy herds and the fact that she herself is the world's greatest producer of dairy products make it highly important that those who seek the good will of the dairy industry cultivate the trade of these leaders who breed Holstein-Friesians.

By reason of its first-place position in the esteem and consideration of these men, the Holstein-Friesian World offers a wonderful opportunity for manufacturers and distributors to reach the great markets of the dairy industry.

Now is the time to cultivate these markets, for the dairy industry is but in its infancy.

## Holstein-Friesian World

F. T. PRICE, *Business Manager*

Syracuse, N. Y.



## Did You Know That—

—there are but 29,031 banks in the United States?

—76% of them are in small towns?

—clearings for 1917 reached the astounding total of 307 billions of dollars, about 10 millions to a bank?

—Illinois which leads all the states in value of farms and farm products is also first in number of banks?

—bank savings for 1917 were \$18,000,000,000?

—New York with its hundreds of cities and other hundreds of large towns, with an excessive urban population 4 to 1, and its tremendous financial activities, is eleventh among the states of the Union in number of banks?

—in the last three years a *majority* of banks have bought posting machines—in many cases several to a bank—that cost around \$700 for a machine?

These, and hundreds of other pertinent facts concerning the present market possibilities of the banking field, are presented in our portfolio now ready for gratis distribution to advertising managers, or other parties interested in selling the banks, who will make request on their business letter head.

## Successful Banking

BENTON HARBOR, MICHIGAN



# More on "I Never Had a Call"

Arguments Another Sales Manager Has Found Effective in Handling  
Objecting Dealers

By E. F. Swan

Sales Manager, Joseph Burnett Co. (Extracts), Boston, Mass.

A FEW weeks since PRINTERS' INK published an interesting article by a sales manager, telling how to handle dealers whose excuse is, "I never had a call." That was a good article and started me elaborating the theme and thinking of how I have coached my salesmen on selling to these alibi merchants.

To begin with, the salesman of to-day works differently from the so-called old-time drummer. Selling goods then consisted in selling to the buyer. To-day all good sales work is built along the lines of getting the merchant to sell the goods he buys, for salesmen are surely learning that it is the re-sale that counts.

While I handle a grocery specialty, my ideas can be adapted to any line of trade; to un-advertised goods as well as advertised lines, but, of course, the arguments are much more convincing on advertised goods.

What are the logical arguments to present to the merchant who does not buy and tells you why? Here are some of the reasons the merchant may advance:

He never has a call; his trade are all satisfied with what he sends them; he thinks the goods he has are just as good as yours and cheaper; his customers will not pay the price; too many brands on hand, wait until he unloads; create the demand and then he will buy.

In the first place, how does he *know* he has never had a call? Is his memory so acute that he can remember the names of everything that everybody has asked him for since the beginning of his business? Does he wait on all the customers himself? Does he expect to have calls for goods that he does not carry in stock, or for goods that he

does not offer to his customers?

Has he never had a call for an article with an injunction from the customer to send the "best?" If he sends an indifferent article he leaves himself open to losing his customer the moment she finds a better article in a competitor's store, regardless of price. The last place she mentions her complaint is in the place where she was sold the cheaper goods.

Presuming the goods offered are of merit—the merchant has his mind on the brand while the salesman is arguing the goods, and no definite conclusion can be arrived at until the merchant is brought to a realization of this fact.

MERCHANT OFTEN DOESN'T KNOW  
SALES SPEED OF GOODS

Again, how does he absolutely know that all his trade are satisfied? Has he ever analyzed his possibilities? Is he sure that *all* of his customers are buying that particular article? Figures can be presented to him to show at once that his possibilities are unlimited, that he is only operating at about 33 per cent capacity.

I know a grocer who analyzed his coffee sales and found just how many pounds of coffee every family represented on his books was capable of consuming per month, and if any month the sale to any one of these families fell off, he took particular pains to investigate the reason.

He carried this to such an extent that he built up a very large coffee business for himself in his city.

This man could honestly say that all of his customers were satisfied with what he sent them, because he knew exactly what would satisfy them before he sent it.

Once more, what right has he

to think about the goods at all, unless he is an expert, and how is he going to form such a positive opinion unless he has examined all kinds? Is not the consumer the final judge of an article?

If the goods he has are cheaper, this means but one of two things: He is selling an inferior article for the price of a first-class one, taking a chance on his customers finding him out, or he is selling the cheaper article for less than the price of the standard article, thus giving his customers a chance to do their own discriminating. And such of his customers as do discriminate will find the better goods in any event and the merchant will lose their trade.

Then there is the man who says, "Too many brands on hand, wait until I unload." This merchant, while not willing to tell the salesman the truth, proves by the fact that he has too many brands that he has had complaints on all and any brand that he may have, and that he has been trusting to his own judgment rather than heed the call of his discriminating customers and the advice of the salesman from the manufacturer of standard or advertised lines.

The chances are very good that unless he buys at once something of merit on which all his customers can depend, he will have difficulty in unloading, but should he succeed in unloading, before he buys a line of merit, he will have absolutely killed his demand for that kind of goods.

This would even apply to the sale of sugar. I will guarantee to stop the sale of sugar in any grocery store in the United States in a short time, provided my instructions are followed. Either one of two things will do it: constantly saying, "No madam, we do not carry it," or sending out orders of sugar with a little quantity of white sand in it.

The public will be surprised if the merchant does not carry it, but they surely will not go back the next time trying to get it from that merchant; they believe him. This does not mean they

will not eat sugar, but that they will *not* get it from the man who says, "No, madam, we do not carry it."

Sending out adulterated sugar will cause considerable complaint, but in a very little while the people who have received the adulterated article will decide it is useless to try to get first-class sugar from that merchant—and the demand ceases.

#### THE PUBLIC IS RESPONSIVE

Now as to creating a demand: Suppose the above merchant having had the experience outlined were to decide he would put in real sugar, how would he expect a demand to be created for himself without his help? Would it not be necessary for him to call up every customer and tell her that he had succeeded in getting some first-class sugar, considerably in advance of her coming into the store and demanding it of him?

There has never been an article made in the world where the general public made a demand in advance of the manufacturing of the article. But when an article has been made and offered to the public, if it is of merit, there has never been a time when the public did not respond by demanding the article, and they naturally will seek it in the most likely place. Why should the merchant permit his customers to seek elsewhere? He should be ready to offer them the goods, not allowing them to shop in his competitor's stores at all.

"His customers will not pay the price." What right has any merchant to say just what his customers will do with their unspent money? What merchant knows what price the customer will pay unless he gives them an opportunity to pay him?

The customer judges an unknown article, first by its price. In other words, if three packages are offered at three different prices, all of them unknown to the customer, her first impression is that the highest priced article must necessarily be the best

## "—and when I left home

"I decided the last Economist World Wide Issue was too big a book to carry with me, so I started to tear out the pages showing the goods I was interested in.

"I might as well have brought the whole book because when I got through I had torn out all the pages."

So said a merchant from New Zealand, who recently called at the Economist office.

He explained that he had come to the United States to buy goods.

So he brought the "whole book" with him, in pieces, and, as a consequence, Economist advertisers had the opportunity to open up a new connection in a profitable field. From one of them alone he bought thirty thousand dollars' worth of goods.

The manufacturers of goods that are, or should be, sold by Dry Goods, Department and General stores should investigate the power and scope of the Dry Goods Economist as an advertising medium.

The facts and figures are open to all.

The next World Wide Issue of the DRY GOODS ECONOMIST will be published Dec. 14th. Last forms close Wednesday, Dec. 11th.

## DRY GOODS ECONOMIST

231 West 39th Street

New York City

Telephone Bryant 4900

### BRANCH OFFICES:

CHICAGO  
PHILADELPHIA  
CLEVELAND  
LONDON

ST. LOUIS  
BOSTON  
SAN FRANCISCO  
PARIS

*P. S.—The other Dry Goods papers in the United Publishers Corporation are the Dry Goods Reporter, Chicago, the Drygoodsman, St. Louis, and the Pacific Coast Merchant, San Francisco.*

one. It does not at all follow that she can afford to pay for the higher priced article.

Such customers as do pay the higher price, particularly if the article is fully worth the money charged, are very quick to identify the article by the brand and to insist on it, but their first impression was made by the price charged.

Let us presume for a moment that there is no brand name on this particular article that the customer secures; her repeated call will be for another package of the "best," "the same as I had before"—and in no other way can she identify the article until she gets the package branded.

There are so many angles to the selling proposition that it would be difficult to outline a complete, practical selling talk for general salesman use, and the above remarks are merely a few of the many replies and convincing arguments which can be used as a foundation for the successful exploiting of merchandise.

### German Defeat Has Not Changed Ger- man Character

**T**HERE has been no change in the German resolve to force commercial control upon the world.

She has failed to get physical control by war.

She is now straining every nerve to help her to get commercial control.

Her ultimate object in the war was commercial control. The inhuman methods Germany adopted were all for this object. The sinking of ships relentlessly, neutral as well as belligerent, was to cripple the world's tonnage so that German tonnage would have just that much advantage in trade *after the war*.

She devastated the great industrial regions of France and Belgium, carrying off the machinery of the factories, destroying the buildings and deporting the skilled

workers so that German factories which have been untouched, would, after the war, do just so much more of the world's business and at once, while France and Belgium took years to rebuild.

That is the advantage she has already gained and will get the benefit of, unless peace terms make it obligatory upon Germany to contribute labor to rebuild and her own machinery to set in operation all the factories of France and Belgium, before she is allowed to operate her own factories. This would be restitution. Merely paying for damages would not restore; it would enable Germany to profit hugely through her dastardly, carefully-planned destruction. This is not justice.

Punishing the Kaiser, making Germany pay damages—even full damages—will not prevent Germany from getting the full benefit in the commercial war, of all the destruction of competition which she has already accomplished by the most ruthless and dastardly series of brutal acts all carefully planned out beforehand.

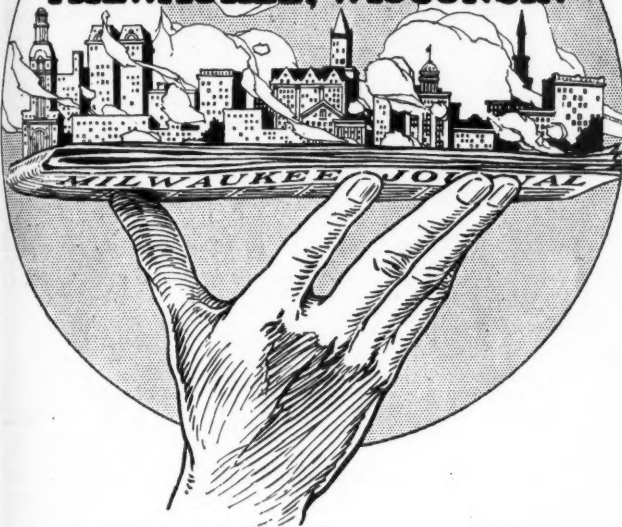
Having lost the military war, Germany is now clinging tenaciously to the hope of winning in a commercial war with the world. Her plans for that were all outlined and decided upon when she expected her armies to win. The proceedings were to have been as ruthless, as barbaric in the employment of force, as arbitrary and high-handed, as were her military methods. She has been shorn of the power to carry out these plans at once, and will substitute intrigue and dissimulation to effect results.

If we admit that Germany is unpentant—and nothing at all shows to the contrary—if she still has the unalterable determination to rule supreme commercially (and there is every indication that this is true), then is she to be admitted into a League of Nations? The change in her form of government proves nothing—guarantees nothing. It is the same man in another suit of clothes.—*The Bache Review*.



# YOURS

## MILWAUKEE, WISCONSIN



**T**HE most progressive territory in the progressive Middle West producing farm products valued at \$330,000,000 and manufactures of a billion last year, lies tributary to Milwaukee, Wisconsin.

The trade of this thriving community of 2,500,000 consumers, served by 60 Milwaukee jobbers, may be secured through a single newspaper—the **MILWAUKEE JOURNAL**, reaching 125,000 homes every evening—a larger circulation than all other Milwaukee evening papers combined.

Evidence that the **JOURNAL** gets

results is its more than a million line gain in 1917 and 339,300 line gain to September 1st, 1918.

Where else can you dominate such a vast and stable market with one paper?

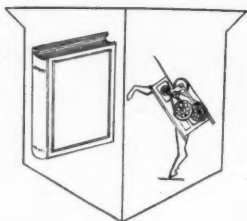
Let us show you the possibilities for your product in this market and tell you why **JOURNAL** advertisers succeed.

## THE MILWAUKEE JOURNAL

**H. J. GRANT,**  
Business Manager.

**Dominates**  
**Milwaukee, Wis.**

Special Representative:  
**O'MARA & ORMSBEE, INC.,**  
NEW YORK—CHICAGO



**"A PRINTING-PRESS RAMPANT AND A  
BULKY VOLUME PROPERLY IMPALED**

should be our national coat of arms," says Henry  
Litchfield West in his article

## **THE AMAZING STORY OF THE GOVERNMENT PRINTING OFFICE**

appearing in the December number of



**THE BOOKMAN**



"Uncle Sam's publishing house, officially known as the Government Printing Office, is the greatest establishment of its kind in the world, private or public."

"It has a floor space of thirteen acres."

"There is more type set in a year in that establishment than is required for the entire output of Scribner's, Harper's, Doran's, Putnam's, Appleton's and Macmillan's, or any other half-dozen book publishing houses combined."

"Fifty million pounds of paper are used in one year. The government prints and binds each year more books than are contained in the Library of Congress, the largest library in the United States."

"The white paper used in furnishing campaign ma

erial during a presidential contest would extend around the world."

In 1917 over 2,000,000 publications were condemned to be sold as waste paper, which amounted to \$500,000 pounds."

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THE BOOKMAN is now owned and published by George A. Doran Company, is a monthly magazine of national circulation, and is an interpreter of the newer currents in literature. It is now a standard periodical of American taste and judgment through the publication of authoritative articles and reviews on the world's progress in letters and art.

Correspondence with national advertisers and advertising agents, relative to circulation, distribution, advertising rates, etc., is invited. Please address

Advertising Department

THE BOOKMAN 244 Madison Avenue New York, N. Y.

Annual Subscription, \$4.00

Single copies, 35c

Every argument for  
quality is enforced  
when you print it on

## ART MAT

*The incomparable dull-finished coated*

The dignity of its type  
page, the warmth and "at-  
mosphere" which it im-  
parts to illustration, the  
absence of glare in its mel-  
low surface, create the im-  
pression of distinction and  
refinement from the outset.

Advertising literature on  
Art Mat will be read when  
the ordinary production is  
glanced at and cast aside.

*Write for our Art Mat Exhibit Case and  
note the unusual possibilities of Art Mat*

**LOUIS DEJONGE & CO.**

NEW YORK CITY



# Hercules Advertised "Then" to Help Its Business "Now"

Building Prestige for After-War Sales Was One Purpose of Campaign Which Also Donated Space to Important Government Activities

By Douglas Emery

THE signing of the armistice with Germany, and its resultant prompt and big expansion of domestic business, has caught many "war manufacturers" napping. But the Hercules Powder Company is not one of them.

For months before that historic eleventh of November which meant the end of the war in all but name, the Hercules advertising had had as one of its distinct objects the creation of prestige for the organization—prestige on which it could "cash in" for the most part only with the return of peace-time conditions. And events are most emphatically proving today the wisdom of that broadly-conceived policy.

This prestige-building note was not the only important element in Hercules copy for 1918. Hand in hand with it went another complete and interesting campaign on behalf of Uncle Sam, which is worth describing for its own sake.

When the Hercules company offered to co-operate with the United States Department of the Interior in an advertising campaign, some eleven months ago, it realized it was "starting something"; but just how great the results would be, nobody knew.

Up to the present time those results include a new organization of the Bureau of Mines which (started some months before the armistice was signed) is called the bureau for "War Minerals Investigation"; discovery and development of valuable ore deposits in many parts of the United States; much valuable information for the Government in regard to the mineral resources of the country; and a convincing demonstration that the Government and private business can co-operate to their

very decided mutual advantage when they start on a common plane of good will and mutual recognition of individual purposes.

Probably most readers of *PRINTERS' INK* have seen more or less of the copy run in this campaign before the conclusion of hostilities. The Government message occupied four-fifths or more of the advertising space, as a rule; and at the bottom of the copy was a brief note by the Hercules company to the effect that it was glad to devote its advertising space to bringing this official message to the attention of the people.

## PLENTY TO ADVERTISE

Some advertising men have speculated that the company, probably with war orders filling its plants to capacity, had nothing to sell, therefore nothing to advertise, and was using the Government messages as a "stop-gap," to utilize space already contracted for but not needed for actual sales work. This speculation is entirely wrong.

The Hercules company had, of course, tremendous war orders; but these war orders were almost entirely met by increases in equipment, and not by lessening the normal output for civilian use. So there was plenty to advertise, and the 1918 schedule was tentatively prepared on the usual basis and with the usual line of selling argument.

To the officials of the company it seemed, however, that there was something wrong. The attention of the whole nation was fixed on war efforts, but the type of effort which got into the limelight was the immediate, obvious aspects—the making of munitions

of war and shipping them overseas. Before guns and ammunition could be turned out, we had to have indispensable metals as raw materials—not merely iron, copper, platinum, but manganese, chromium, pyrites, sulphur, etc. There seemed a danger that public attention would be diverted from the production of these and other valuable minerals, that their importance would be ignored, and that real impairment of the war

Early in the year, therefore, a representative of the company went to Washington, and said to the Department of the Interior: "We want to help." Somewhat the same offer was made to the Food and Fuel Administrations, and the Department of Agriculture, and the latter in particular has used the assistance of the Hercules company as we shall tell a little later.

Van H. Manning, Director of the United States Bureau of Mines, was prompt to see the possibilities contained in the offer. During the spring and summer a large proportion of the fifty thousand dollars' worth of space which the company has devoted to this co-operative effort has been utilized in the series of advertisements prepared for the Bureau of Mines.

Franklin K. Lane, Secretary of the Interior, was the author of two striking pieces of copy, which were used in full-page form in general magazines and technical journals. "Some National Achievements of 1917" was the title of the first. "In the everyday turmoil of preparing gigantically for a great world war," the copy ran, "with some details here and there going wrong before the great machine is well oiled and running

smoothly, we are very apt to get a clouded view of what in reality is being accomplished.

"Therefore the question is pertinent—what did the country actually achieve in 1917?"

"A part of the answer lies in the record of the year in producing some of the essential resources with which I am familiar through the activities of the Department of the Interior."

Then followed statistics show-

#### At the Nation's Service

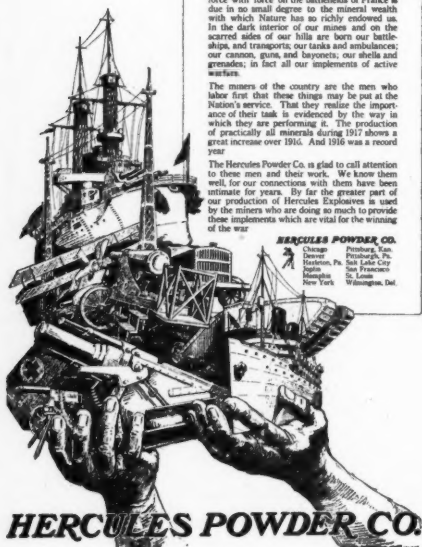
The ability of our country adequately to meet force with force on the battlefields of France is due in no small degree to the mineral wealth with which Nature has so richly endowed us. In the dark interior of our mines and on the scarred sides of our hills are born our battle-ships, and transports, our tanks and ambulances; our cannon, guns, and bayonets; our shells and grenades; in fact all our implements of active warfare.

The miners of the country are the men who labor first that these things may be put at the Nation's service. That they realize the importance of their task is evidenced by the way in which they are performing it. The production of practically all minerals during 1917 shows a great increase over 1916. And 1918 was a record year.

The Hercules Powder Co. is glad to call attention to these men and their work. We know them well, for our connections with them have been intimate for years. By far the greater part of our production of Hercules Explosives is used by the miners who are doing so much to provide these implements which are vital for the winning of the war.

#### HERCULES POWDER CO.

Chicago, Detroit, Hartford, Pa., New York, Philadelphia, Pa., St. Louis, St. Paul, Minn., Washington, D.C., San Francisco, Calif., Portland, Ore., Seattle, Wash., Tacoma, Wash., Vancouver, B.C., Canada.



COPY LIKE THIS HELPS TO BUILD AFTER-WAR  
PRESTIGE

programme would result. Many of these valuable minerals have heretofore been imported from South America, Africa and even more remote places. But war soon made shipping too precious to tie it up in transporting ore if it is possible to find the same ore in the United States. The question was to make the people who might be in a position to help, know the situation.

# *The Religious Press*

During the entire period of unhealthy subscription list readjustment among magazines of large circulation, there has been no corresponding action on the part of the Religious Press.

*It was unnecessary!*

Subscribers to religious papers stay where they are when unfavorable economic conditions "smoke out" unprofitable magazine circulation.

The religious paper meets a vital need. To its subscribers it is indispensable and whatever other ballast goes overboard, the Religious paper remains!

The Religious Press is, as a class, independent of advertising revenue; its subscription methods are healthy and unassailable.

Space in the Religious Press is sold in large or small units—a hundred thousand or five million—national or sectional, and—

*—unlike other periodicals, the Religious Press, as a class, has not asked advertisers to pay increased production costs by rate advances*



## MEETING THE GOVERNMENT'S REQUIREMENTS ON PAPER CONSERVATION

Every consumer of paper is faced with the necessity of conforming paper needs to Governmental regulations. This not only requires a clear interpretation of the various rulings put out by the War Industries Board at Washington, but a careful study of the effectiveness of the new weights and finishes as applied to the consumer's particular purpose.

The Seaman Paper Company, through its entire national organization, has carried out for years the idea of economy in manufacture; with a consequent benefit to the consumer—not only from a standpoint of paper cost, but equally as great from the standpoint of distribution charges on the printed sheet.

Now that conservation is the watch-word—and *the law*—the Seaman Paper Company will aid the consumer to the extent of their knowledge in the interpretation of Governmental regulations and lend as well the benefit of its years of experience in the production of paper yielding a maximum of effectiveness at a minimum cost.

### Seaman Paper Company

Chicago  
Cincinnati  
St. Louis

Milwaukee  
Minneapolis  
St. Paul

New York  
Buffalo  
Philadelphia



UNITED STATES  
DEPARTMENT OF LABOR

Get the habit of doing things right. This will mean Greater Production; Less Waste; Increased Earnings. Work for good times all the time.

U. S. DEPT. OF LABOR, W. B. WILSON, Secretary.

ing the national production last year of coal, petroleum, iron ore, lead, and sulphuric acid. "The increased outputs of these war-making materials," Mr. Lane commented, "show very clearly how faithful, how energetic, how patriotic has been the army of miners upon whose efforts depends our production of these vital supplies."

Another advertisement appearing in farm papers, was designed to sell to the farmer the idea of using untrained city men and boys to assist him. "The Farm Labor Problem—Can Be Solved! Must Be Solved! Will Be Solved!" was the title of this advertisement in a number of agricultural papers.

"Hats off to the South!" was the title of full page copy in general mediums signed by Carl Vrooman, Assistant Secretary of the Department of Agriculture. This copy was designed to acquaint the Southern farmers with their own 1917 record in regard to increased production and greater diversity of crops, and appealed to them to equal or better their record during the coming year. Another piece of copy by Mr. Vrooman was called "The Final Factor in the World War," and was a plea "to the American farmer" to produce the greatest quantity and the best quality of food crops possible.

As we have already said, an interesting and significant institutional campaign has been carried on side by side with the other, particularly during the latter part of the year. This campaign has emphasized the great size of the Hercules company, and its range of products; as well as the vital part which explosives play in peace time activities as well as in war.

"As Big as Manhattan Island," is the headline of the first copy in this institutional campaign. "Imagine," the advertisement says, "a powder plant as big as Manhattan Island, the heart of New York City, and the home of nearly 3,000,000 people." And then, to drive home the comparison in the minds of those who

have no accurate idea of the size of Manhattan, illustrations from other parts of the country are utilized: "Twenty Panama Pacific Expositions could be conducted at one time and without crowding on the ground occupied by such a plant. It could easily hold ten parks the size of Forest Park, St. Louis. As large a building as the Coliseum in Chicago would appear a mere detail in the landscape."

Another unusual piece of copy in this campaign shows a group of war implements ranging from a battleship to an aeroplane, motor truck, heavy artillery, etc. The copy emphasizes the part which the miners of the country have played in producing raw materials for war work, and modestly points out how explosives help the miner.

The purpose of this institutional campaign is, of course, to make the name Hercules synonymous with explosives in the public consciousness. Though this advertising ran before the war had ended, it looked directly toward the expansion in private enterprise which is now following the removal of the war emergency's pressure.

As intelligent preparation for an impending difficult situation—the transition to a peace basis—it deserves keen study by manufacturers in many lines.

### Catalogues Subject to Australian Customs Duty

The fact is not universally known among American manufacturers, that catalogues destined for Australia are subject to a custom duty of 10d (English pence) per pound or 40 per cent ad valorem, whichever amount is the greater. Customs stamps may be purchased at the Australian customs, 44 Whitehall street, New York and the catalogues may be weighed, stamped and forwarded from there.

### C. R. Miller in W. S. S. Work

The services of C. R. Miller, of the Franklin P. Shumway Company, Boston, have been loaned to the National War Savings Committee of Massachusetts. He will act as State director of publicity for the committee and for the present will give practically all his time to this work.

# Easing "the Boss" into a Painless Copy "OK."

A Method Which Should Be Used Strictly as a Last Resort—but It Worked

IF you asked a number of advertising workers what in their opinion is the greatest of all "goat-getters," a majority would probably mention the publication of their general catalogues.

It isn't so much the added grind of uninteresting detail nor the necessity for perfect accuracy they mind; it's that nerve-taxing moment when after the advertising department has spent months getting the pesky thing to the stage of final proofs, the boss, or one of the other officials takes it upon himself to make corrections which amount to rewriting the whole thing, throwing everything out of gear from cover to cover.

Nine times out of ten these changes could just as well have been made in the copy as in the page proofs. It is all due to that kink of human nature which makes us leave things until the last minute. When the boss is checking over the copy and finds some point he is not sure about, does he look it up right then and there and make sure? He does not. He says to himself, "If this isn't right, I can catch it when I get the proofs." So he lets it pass, and the advertising department, presuming everything is right, goes ahead and has the copy set and put up in pages. Then, just to make certain that nothing has been overlooked, proofs are submitted. That is the time all those little points which were passed by in the copy are discovered, with the result that there is a badly disgruntled advertising department and a big bill for author's corrections.

Because all this is an old, old story, many advertising men may be glad to hear of an advertising manager who thinks he has found a remedy. He is connected with a corporation whose general catalogue is quite bulky and contains

much of the same material year after year, except for numerous slight changes which are, however, of the greatest importance, and their accuracy can only be made sure by having them checked over by a number of department heads who, while they read the copy, always have waited until they got the final proofs before they really got down to business with the blue pencil.

This advertising manager has resorted to a method whereby he lets the department heads believe the hour of final proofs has arrived, while as a matter of fact they are only reading the copy. Last year when he got out his catalogue he had several sets of extra galley proofs pulled. These he salted away. This year instead of preparing copy that would be mostly typewritten, with sections of the last year's book pasted on, he dug up his last year's proofs, had the newly added items set up in type to correspond, made all changes by simply correcting the proofs, labeled each proof "Final—Changes Not Marked On This Proof Cannot Be Made." Then he turned the "proofs" over to the department heads.

The little scheme worked splendidly. They carefully made their corrections on the "proofs" which the advertising manager later turned in to the printer as copy, submitting none of the real proofs to the department managers.

As a result the catalogue got out on time, there were no nervous wrecks among the advertising force and charges for author's corrections amounted to practically nothing.

There's an element of conscience, here, however. Besides it's dangerous to monkey with the boss, and perhaps the method should be put in the pigeon-hole, marked, "Last Resort."

## Frank Seaman Incorporated

### Foreign Department

WE have maintained for several years a well-organized Foreign Department for the purpose of trade investigation and the preparation and placing of advertising in Export Markets, particularly South America.

Through our correspondents in London and Rio de Janeiro, and with special banking arrangements in important cities abroad, we have been in a position to give our clients exceptional service.

We invite correspondence from manufacturers or exporters who are interested in the development of foreign business.

FRANK SEAMAN INCORPORATED  
470 FOURTH AVENUE, corner 32ND STREET  
NEW YORK



Chicago Office: *Monroe Building*, Monroe St. and Michigan Ave.

After January first, 1919, the rates for advertising in PRINTERS' INK will be as follows:

*Run of Paper*

\$90 per page—\$180 per double page.

\$45 per half page.

\$22.50 per quarter page.

Smaller space, 50c per agate line.

Minimum one inch.

*Preferred Positions*

Second cover—\$100

Page 5—\$110

Pages 7-9-11-13—\$100 each

Standard center spread—\$200

Center of special four-page form—  
\$200

*Extra Color*

\$40 extra for each color, for two pages or less. For more than two pages, \$20 per page per color.

*Inserts*

\$90 per page (four pages or more) furnished complete by the advertiser.

Two-page inserts, furnished by advertiser, \$200.

*Classified Advertising*

50c per line net. Not less than 5 lines.

**PRINTERS' INK PUBLISHING CO.**  
185 Madison Avenue New York

Chicago  
Atlanta

Boston  
Toronto  
Los Angeles

St. Louis  
London

# Helping the Hard Driven Retailer to a Plan of Advertising

A Layout of Windows and Newspaper Advertising Suggested by One Advertiser

By R. A. Duke

Of the Westinghouse Electric & Manufacturing Company.

**D**URING a recent talk with an electrical dealer in my territory, I had been observing the attractive arrangement of his store-room and the apparent completeness of his varied stock. A system of perpetual stock inventory was of course responsible—a system so perfect as to be almost automatic.

But his windows!

Clean, of course, but no item "featured" and no tie-up with the

that we should. They are too infrequently changed. It is so much easier to tell the publishers to duplicate the previous ad. Then our show-windows and show-cases, while reasonably attractive, are not yielding their full potential possibilities. On the matters of selection, rotation, artistic arrangement and seasonal featuring, our methods, if not haphazard and notional, have certainly not been studied and planned as they de-

	YEARLY ADVERTISING SCHEDULE											
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
FLAT IRONS												
WASHERS												
FRIGS												
WAXOIL CLEANERS												
POPCORN & CHOC. MACHS												
IRON, COOKING, AND DRYERS												
IRON STOVES & HOT PLATES												
WASHING MACHS												
STERILIZERS												
RADIATORS												
WAX IRONERS												
WASHING MACHINES												
INCANDESCENT LAMPS												
FLUORESCENT LAMPS												
SEW MACHINES												
BAKERS												
ELECTRIC SHIRTS												
VARIOUS TYPES												
WAXOIL APPLICATIONS												
WAXOIL DISPLAY												
WAXOIL SERVICE												

PLOTTING THE DEALER'S ADVERTISING FOR HIM BY CHART

copy he was running in the local paper which lay before us.

At once the question rose in my mind—why was not his sales promotion organized as thoroughly as his storekeeping? A tactful inquiry brought a ready acknowledgment of the defect. Said he:

"I am simply overwhelmed with work and its details. I am really too busy to be efficient. Some day I may find time to get around to this feature of our business. We can hire salesmen and accountants ready-trained, but as to advertising—printed and stock display—this, I must do myself if it is to be result-getting. I know we do not put the punch into our ads

serve to be. Our partial indifference certainly means profit leakage. I will get around to this some day, but not now; I am simply too busy, that's all there is to it."

When I went to my hotel that evening I began to think of how many jobbers and dealers were in the same boat as this one, just floating along, headed for nowhere in particular, so far as advertising trade promotion is concerned.

Then I realized that it was up to the manufacturers to supply such dealers and jobbers with an effective plan, embracing a year's detailed schedule and programme for such work, to fit a definite ap-

appropriation for sales promotion by advertisement.

The next day I gave the dealer the chart (shown on preceding page) along with the following explanation:

"First, lay off the squares on a large sheet of paper, about 9 by 18 inches.

"Second, in the left-hand column write down the various appliances you sell, about in the order of their relative sales; that is, put down the best sellers first. Items that naturally group themselves can be put on the same line, like percolators and chafing dishes, curling irons and vibrators, etc.

"Third, in the last column put down the number of weeks each item should be concentrated on. The total of these numbers should add up to 52 if you have one window and expect to change once a week; 104 if you have two windows with weekly changes or one window with semi-weekly changes.

"This last column is an important one to plan for, as it helps you in getting a line on the rest of the chart. Naturally you will devote more window space and newspaper space to the ready sellers than to the poor sellers.

"Fourth, consider the seasonableness of the apparatus listed on each line and make a preliminary mark on the chart showing the best seasons. Thus, fans will be marked for the summer, vacuum cleaners for the spring and fall, general displays around Christmas, and so on.

"Fifth, fill in the chart by making circles in the squares to indicate the weeks in which each display is to be made. Start with the seasonable article, concentrating most of all on the display during the selling season, but not exceeding the number of displays noted in the last column. After the seasonable displays are taken care of, start at the top of the chart (the best sellers) and fill in each line with the number of displays shown in the last column, distributing these displays throughout the year. As you go down the page, be careful not to

put down any more displays for one week than you have windows (two per week for semi-weekly trims).

"Sixth, if you intend to use newspaper space at only certain periods, put a letter "a" in the circle indicating the display.

#### HOW TO USE THE CHART

"Hang the chart, when completed, near your desk, where you will always see it. Make it a rule to look up next week's display on a certain day each week. Thus, if you trim your windows on Fridays, make Wednesday your day for looking at the chart and making your detail plans; have the word 'Wednesday' in large letters pasted on your chart to remind you to look.

"As each display is completed, put an X mark over its square on the chart. Kick yourself if you ever let a week go by without the X mark making its appearance legitimately."

Of course, the first chart was a relatively crude affair and contained only a few lines. As I showed and explained its workings to one dealer after another, modifications were suggested to make it fit individual needs. Some were too "special" to include, but a number were adopted, until the layout seemed to fill the needs of the typical dealer in electrical wares. One guide that we followed was the monthly Merchandising List of the National Electric Light Association, which suggests a line to be featured each month. The chart itself progressed from a pencil sketch through a tracing and blue print to a zinc cut from which the Westinghouse department of publicity is now supplying prints to our other salesmen on request.

If a year's sales promotion is carried out according to schedule, of course everything will go all right. There are some cases however, where a dealer will want to run a special campaign at a certain time of the year and deviate somewhat from the regular schedule. He feels that by so doing, he has destroyed the usefulness of



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## To smoke "consumers":

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**O**. HENRY says that even a king is only a "fare" to Cabby. By the same token, people who buy things are only "consumers" to the men who talk and write advertising.

Maybe you will ask, "What do consumers consume?" The answer is, "Consumers consume everything from motor cars and clothing to furniture and breakfast food."

"Consumers" may be divided roughly into two classes—those that consume products backed up by continuous advertising—and those that consume goods whose merits are not thus publicly proclaimed.

Among the many advertised articles "consumed" annually by wise consumers, are some millions of Robert Burns cigars.

For years smoke consumers consumed harsh, autocratic cigars that lined their tongues with fur and blunted their salary edge.

Then came mild Robert Burns with a message of moderation for modern men.

"You want Havana—of course!" agreed Robert Burns, "but you want it *mild*—for *steady* smoking!"

The wise smoke consumer is now the rule—rather than the rare exception. And it's due, very largely, to the persistence with which mild Robert Burns has proclaimed his message of moderation to modern smoke "consumers."

GENERAL CIGAR CO., INC., NEW YORK

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HAVE YOU TRIED ONE *LATELY*?

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*Peace Portends Prosperity  
and Big Business Boom*

## The Pittsburg Press

Brings greater results for advertisers than ever before, because in its field

### The Press' Supremacy Is Unquestioned

In the Fall Automobile numbers of all Pittsburg Sunday papers, issued Nov. 17th, verified measurements of automobile advertising carried show:

<b>The Sunday Press . .</b>	<b>32,554</b>	Agate Lines
Next highest Sunday Paper . .	15,365	"
3rd Sunday Paper . . . . .	7,264	"
4th Sunday Paper . . . . .	7,126	"
5th Sunday Paper . . . . .	5,418	"

¶ Showing THE SUNDAY PRESS carried practically as much automobile advertising as the other four Sunday papers combined, and more than any other three Sunday papers combined, surpassing The Press leadership year after year.

¶ Such results are due to the tremendous pulling power of THE PRESS on account of its greatly superior circulation, Daily and Sunday. THE DAILY PRESS has a much greater circulation at 2 cents than formerly at 1 cent—ensuring quality as well as quantity. THE SUNDAY PRESS has by far the largest 10-cent circulation in Pennsylvania.

**"Go Over The Top" in the big Prosperity  
Offensive by using**

## The Pittsburg Press

**Largest Daily and Sunday Circulation**

O. S. HERSHMAN, Editor and Publisher

H. C. MILHOLLAND, V.-Pres't, Adv. Mgr.

New York Representative,

I. A. KLEIN,  
Metropolitan Tower.

Member A. B. C.

Chicago Representative,

JOHN GLASS,  
People's Gas Bldg.

the schedule or burdened himself with the making of new charts every time he changes his plans. To make it as serviceable as possible, and to meet such cases I have suggested that the chart be tacked or pasted on a soft board or card paper and that pins or tacks be inserted in the places of the penciled circles. Then, with this arrangement, should the schedule have been carried out, say up to May 1, the tacks in the chart up to that time would represent a record of what had been done, and the balance of the tacks would naturally represent the plans for the future. Rather than be troubled with having to make up an entirely new chart every time the plans were changed, it would be necessary under the tack system, only to rearrange the tacks in accordance with the revised conditions.

The chart also can be used as a check on promotion expenses. Take, for instance, the well organized and well regulated establishment which makes the annual appropriation for advertising just as religiously as it sets aside a certain amount for salaries, insurance, taxes, and other legitimate overhead or operating expenses. Say it sets aside \$2,400 per year for such advertising as newspapers, window displays and other similar forms of sales promotion work. As the chart has been made up on a 52-week basis, this would allow an expenditure of about \$46 per week. Also, by referring to the chart it will be noted that there are two items being promoted each week. This would mean an allowance of about \$23 per item. If an expenditure greater or less than the allowance is made at any time the difference should be made up on one of the succeeding dates or items.

By referring to the last column of the chart, in which is included a figure representing the total number of times an item has been featured it will be noted that this figure can be multiplied by the "allowance per item" (\$23) and the result so obtained will show the expenditure per item per year.

With this figure it would be well to check "promotion expense" against "gross sales" in order to determine whether or not improvements could be made so that the promotion work will be more productive.

Work for the same efficiency in merchandising methods that is to be obtained in other lines of endeavor.

After a plan of action has been decided upon and a chart made up it has been found, in some instances, advantageous to have several additional copies made and located in prominent places throughout the office or store, or both, in order that other members of the organization may be familiar with the particular article which is being pushed at a certain time and lend their efforts in making the drives successful.

### Bolshevism in Washington, Says Mackay

Clarence H. Mackay, president of the Postal Telegraph-Cable Company, issued the following statement last week:

"We are just advised by Postmaster General Burleson that he has awarded the Postal Telegraph-Cable Company \$1,680,000 per annum as compensation for the use of its lines, despite the fact that the profit from these lines in 1917 was \$4,269,000. Therefore, Postmaster General Burleson takes from the Postal Company \$2,589,000, which he, to all intents and purposes, pays over to the Western Union Telegraph Company, because under the compensation he is paying to that company he is losing at least \$2,300,000 per annum and considerably more, and this he does not deny.

"The profit to Postmaster General Burleson from the lines of the Postal Telegraph-Cable Company for the month of August, 1918, the first month of Government control, was \$320,000. The compensation which Mr. Burleson pays us for the month is \$140,000. Mr. Burleson, therefore, keeps \$180,000. This \$180,000 goes to pay the Western Union compensation. And this is America! But courts and public opinion still exist, and we believe such high-handed Bolshevism will be properly rebuked."

### Crall Now Seventh Regiment Colonel

H. E. Crall, head of the L. H. Crall Company, special newspaper representative, New York and Chicago, has been appointed Colonel of the Seventh Regiment, the crack National Guard regiment of New York state.

## Salesman's Fright

(Continued from page 6)

gun. Outside on an ash heap at some distance, he noticed a sparkling tin can. Picking up the gun he aimed and fired.

The president jumped up and ran over to him. "What'je shoot at?" he asked with immense interest.

The salesman told him.

"Hit it?"

"Yes."

"Good shot!"

"It's a peach of a gun," said the salesman hefting the weapon appreciatively.

"You're the first regular fellow that's been in here in five years," said the president. "Come on upstairs and see how we make them." And the salesman left with a good order and a hearty invitation to return.

Related to this experience is the expression of one who is occasionally called upon to sell. "In my case," he confessed, "timidity and formality always went together. I guess they always do. You can't have the trembles over a meeting where acquaintance is ripe and informal. I have found that some little informal act breaks down any worry I may feel over meeting a new or difficult man. I may start an interview by sharpening a pencil over the prospective customer's wastebasket, or I may straighten a picture that hangs on his wall. A couple of times I have remarked that I have had no time to eat lunch. Then I would pull an apple out of my pocket and eat it while my selling talk went on."

In every salesman's list of prospects there is bound to be a proportion of names which present real problems. Each day's calls should be a judicious mixture of hard buyers and easy ones or enthusiastic customers. Before tackling a particularly uncrackable person, it often helps immensely to talk with a customer of long standing who welcomes you as the perpetual life saver of his business.

So far we have said nothing

about the only source of selling fright which sometimes is incurable. Cause: the salesman is not himself thoroughly "sold" on what he has to offer. Obviously the only answer is to get "sold" or quit.

### WHEN THE HOUSE FALLS SHORT

Selling fright is not always due to greenness or thin skin of the salesman. Very often his employers fail to back him up in the way necessary to maintain his morale.

A simple way to handicap a salesman is to fail in providing sufficient selling data on the goods to be disposed of. The salesman may then well fear unexpected questions to which he has no answer.

One house, making splendid merchandise, spread a regular epidemic of selling fright among its men by its poor judgment in manufacturing the different items in its line in desirable proportions. When the salesmen came to take orders they never knew which items would be ready for immediate shipment and which would take two months in the making.

Another house insists on maintaining such a domineering attitude towards its dealers that the salesmen come and go, giving up the job as hopeless. One who has stuck and made good confesses that he frankly says to his trade, "Yes, I work for a bunch of mutts—but shades of Czar Nicholas, *how* they do turn out the good stuff!"

Instances of this character could be reeled off by the yard. Too big a territory often makes for selling fright, though the salesman may not admit it. With too big a territory the salesman cannot call often enough on his trade to keep well acquainted. And lack of acquaintanceship is at the bottom of much doubt and wavering.

Partly for this reason, one expert on sales has repeatedly induced manufacturers to cut salesmen's territories in half and double on the number of men on the road. At first the salesman

# Condé Nast

*Announces the Appointment*

*of*

Francis L. Wurzburg

*As General Manager*

*of*

*The Nast Publications*

VOGUE

VANITY FAIR

HOUSE & GARDEN

LE COSTUME ROYAL

BRITISH VOGUE

SPANISH VOGUE

CONTINENTAL VOGUE



## EL COMERCIO

is by many years the oldest Spanish Export Journal in the United States and the oldest Export Journal in the world. Its columns have carried advertisements of the leading manufacturers of the country for from 3 to nearly 44 years. Profit by their experience. It has brought them valuable foreign trade and will serve you equally well.

## EL COMERCIO

has a large and genuine circulation (A. B. C. Audit) in the following countries:

### SOUTH AMERICA

Argentina	Venezuela
Bolivia	Ecuador
Brazil	Paraguay
Chili	Peru
Colombia	Uruguay

### WEST INDIES

Cuba	Porto Rico
Curacao	San Domingo
Hayti	St. Thomas
Jamaica	Trinidad

### CENTRAL AMERICA

Costa Rica	Nicaragua
Guatemala	Panama
Honduras	Salvador

### MISCELLANEOUS

Canary Islands	
Mexico	Portugal
Philippine Islands	Spain
Spanish Colonies in Africa	

Sample copy, advertising rates and booklet, entitled "How the Export Paper Can Aid American Manufacturers," on application.

**J. Shepherd Clark Co.**

BURNET L. CLARK  
President and Manager

114 Liberty Street New York

whose territory is halved often kicks. But in every case so far, he has shortly begun to produce more business out of the half of his old territory than he ever got from all of it!

When the house must rely on infrequent calls, it can at least use mailing pieces or letters to supplement the salesman's visits and help get the trade acquainted with the goods. Business-building letters written by the salesman himself for this purpose seem rare. Why do so many salesmen lack faith in their ability to help sell by correspondence?

Finally, the experienced sales manager takes steps to keep up the courage of his men while they are on their trips. No matter how strong they are, salesmen may become battered-in by continuous rough going. A cheery, newsy, confident letter from the man higher up is often of wonderful help. I have seen a blue, rainy day turn into a rosy opportunity on receipt of such a letter.

One manager I know, made it a point to write each of his men such a letter once a week. He also worked on the assumption that every salesman comes back from his trips at least partially "unsold."

So he would nab each man as he returned and proceed skilfully to resell him the whole proposition from top to bottom.

May his tribe increase!

## Points on Selling Financial Advice

IN an address before the Representatives Club, of New York, at the Hotel McAlpin on November 25, Austin L. Babcock, assistant secretary of the Guaranty Trust Company, in discussing "Selling Financial Service," said that "the banker of yesterday who conceived he had fulfilled his function when he had printed the amount of his bank's capital and surplus on his window, and published four or five times a year, under compulsion, a statement of

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his condition, is the banker of to-day who frankly tells the public of the bank's facilities and how they may be used, who inspires, instructs and advises by all the various means of publicity and salesmanship.

"The new order of things invites, and, in fact, compels the sale of service, and the method of selling varies in every degree from the personal efforts of the officers and staff of smaller banks to the broadly organized undertakings of the larger institutions. Such an organized selling method comprehends the broadest kind of publicity—inspirational and informative booklets on timely topics, advertising that tells the truth convincingly and with appeal; discussions before public bodies of questions of broad importance and other effective means with which you all are familiar.

"Then follows the direct and personal appeal of representatives whose approach is not to get something from the client, but to bring to him some service, some facility, some suggestion that will constructively help him in the solution of his problems. Men who are engaged in such work realize that they are not solicitors, but representatives; that their salesmanship is of a very high order; that they are charged with responsibilities, and that they must possess the ability to interpret the institution they represent in terms of their customers' requirements and possible use."

President John H. Livingston announced that a beefsteak dinner would be given by the club December 30, at either the Harvard, Yale or Lambs Club.

### Homer Hilton With Motor Truck Manufacturers

Homer Hilton has resigned from the Western staff of *Cosmopolitan Magazine*, New York, to become sales and advertising manager of the Oshkosh Motor Truck Manufacturing Company, Oshkosh, Wis. He was formerly Western manager for the Automobile Trade Directory, New York, and previously covered an eastern territory for the *Class Journal Company*, also of New York.



*"The World's mine  
Oyster"*

## Looking and Booking Ahead

**"PUNCH'S"** entire advertising space up to December 31st, 1919, being all sold, old advertisers of high-class goods and service, sure of the value, have already sent in orders for space for issues during **NINETEEN HUNDRED AND TWENTY** to the extent of over **ONE HUNDRED AND TWENTY-FIVE PAGES**. Was there ever before such another demonstration of confidence in the value of an advertising medium?

**ROY V. SOMERVILLE,**  
Advertisement Manager, "Punch,"  
10 Bouverie Street  
London, Eng.



# Adjusting Wages to the Cost of Living

Some Plans Being Worked Out at Washington—Frank P. Walsh Urges That Labor Be Paid Better than in Pre-War Period

## *Special Washington Correspondence*

"Wanted—The best formula for automatically maintaining a scientific adjustment of wages to the cost of living. (Signed) Uncle Sam, Production Manager, for Big and Little Business." If this advertisement was to appear in the classified page of the next issue of *PRINTERS' INK* it would occasion no surprise to any person who realizes how sharp is the need and how keen is the realization of that need.

In view of the advanced attitude assumed by the National War Labor Board on the proposition that wages should follow the cost of living it may be of interest to give a statement made to *PRINTERS' INK* this week by Frank P. Walsh who has just resigned as joint-chairman of the Board. Referring to the recent speech of William H. Barr, president of the National Founders' Association, Mr. Walsh said: "The fine thought of this country, in the ranks of workers, employers and the general public is with the declaration which President Wilson made almost five years ago, to the effect that society had reached the point where it was insistent in its demand that no man should be compelled to work over eight hours a day in order to earn a living. The so-called basic eight-hour day which is criticized as being a mere scheme for raising wages will disappear when the actual eight-hour day is installed with a fair living wage for eight hours' work. When men insist upon working more than eight hours a day it is because they cannot make enough to live in comfort in eight hours.

"As to wages: It may be a startling fact to some, but nevertheless the research of our Government shows conclusively that prior to the war the great ma-

jority of the common laborers of the country were earning far below enough to live upon. The deficiency was made up by public and private charities. With the increased cost of living during the war it was found that the lowest possible wage upon which a worker and his family could subsist in health and reasonable comfort was 72 and one-half cents per hour; this, of course, based upon the actual eight-hour day.

"The National War Labor Board fixed the minimum rate for common labor at forty-two and one-half cents per hour, a bare subsistence wage. If the industries of the country are to be on a self-sustaining basis after the war and common laborers are not to be forced to live in part upon charity, it is obvious that there can be no reduction of wages, at least in the field of common labor. Likewise, in my opinion no disinterested person who has made a careful study of the question can honestly say that wages of skilled craftsmen in general are too high today, even for peace time.

## A LIVING WAGE ONLY WHEN PRICES RECEDE

"When the cost of necessities of life diminishes to a pre-war level (which I doubt will occur within less than five years) then the workers in the average industry will be receiving only a fair return for their work, if present wage standards are rigidly maintained. Otherwise not. The reconstruction problems in industry are manifold and must be met in the highest spirit of fairness and accommodation. To throw the whole subject into the realm of bitter controversy at this time will make the task of allocating the industrial structure extremely difficult. None but the

## Just Like a Girl—



is the following somewhat effusive, yet thoroughly sincere, letter from one of our 400,000 girl-readers, complimenting *The Girls' Companion* in her own way and from her own viewpoint, as well as indicating its standing in the home:—

*Douglas, North Dakota*

*"I do certainly love the 'Companion'. Many of the girls say their mothers like it too. Well, so do my mother and father. Papa says he thinks it is the best and cleanest paper for girls he has ever seen."*

—L. M. B.

In so many ways the growing daughter directly influences the family buying. Reaching 400,000 desirable homes through the daughter—giving your publicity the benefit of her active, personal backing—visualizes a real advertising opportunity—result-proved—on which you can capitalize now and for the future through her favorite paper. May we send you other data?

## THE GIRLS' COMPANION

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMLOE, Advertising Manager

Roy Barnhill, Inc., 23 East 26th Street, New York  
Chas. H. Shattuck, People's Gas Building, Chicago  
Sam Dennis, Globe-Democrat Building, St. Louis

**"Cook's WEEKLY TRIO": A MILLION BOYS AND GIRLS**

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

## Are You Interested in the Building Material Field?

If you have a product that is used in the construction of any kind of buildings, this is the time to begin to tell DEALERS about it.

DEALERS in building materials are in daily contact with contractors and builders, and you can't afford to neglect the DEALER—the most important link in the chain of sales distribution.

These DEALERS can be reached, and influenced in your favor, thru the only publication which they recognize as the *dealer paper*—the only publication in America whose circulation is *exclusively* to dealers. We can help you—send us your literature and let our Service Department submit you a brief. We will also send you a list of the materials these DEALERS sell, and other valuable data.

**Building Supply News**  
612 Federal Street Chicago



## SUNDAY ADVERTISING in Dayton and Springfield

Has Been Brought to the Front By the

# Dayton Sunday News and Springfield Sunday News

Local advertisers are using them with good profit (they do not hesitate to tell us so), and general advertisers can use them with the same good results.

*Put them on your list.*

## NEWS LEAGUE OF OHIO, DAYTON, OHIO

Members A. B. C.

NEW YORK  
CHICAGO

I. A. KLEIN, Metropolitan Tower  
JOHN GLASS, Peoples Gas Building

*A lighter, better paper  
for catalogues—*

one that reduces mailing costs  
and increases printing results

# FEATHERCOAT

The super-light enameled book paper for half-tone and color printing

Made in 25 x 38—46 lbs. and 25 x 38  
—37 lbs. Before placing your next  
paper order, let us make up a  
dummy for you of Feathercoat

BERMINGHAM & PROSSER COMPANY  
Chicago Kalamazoo New York

thoughtless have failed to observe the sweep of ultra-radicalism throughout the world, call it what you will. That it has its roots in this country cannot be denied and the situation must be faced by our common citizenship in a spirit of breadth and clear understanding."

Official Washington gives a fervent "Amen" to the assertion in the leading article in *PRINTERS' INK* of November 21 that all the other problems of the post-war period are lesser worries compared with the wage question and the responsibilities of employers with respect to labor. The wage question is put first in this characterization because, in the estimation of the straight-thinking specialists at Washington, the thorns are at this end of the stick. Some people are sincerely perplexed over the future of women in industry—will they get out to make way for the men back from the war? Others, whose pleasure it is to study and plan, believe that the labor universe will revolve around the vocational training of the future. But the men who are closest to the practical and whose eyes are on the near future instead of the far future all agree that the wage issue is the superissue in the era of readjustment.

#### THE QUESTION IS, HOW SHALL BALANCE BE STRUCK?

As the situation is appraised at Washington it is not a question of holding wages at the present level. No more is it a necessity for putting wages back on the pre-war basis. There is general recognition of the fact that it is no more practical to peg wages than it is to peg commodity prices. What is sought is an instrumentality that will automatically maintain—sensitive to all changes in operative conditions—a reasonably even balance between the compensation of labor and the maintenance charges or overhead on human existence. In other words, Uncle Sam's advertisement, if he was to insert one, would be for a mechanism that

would do for our industrial and commercial vehicle what the differential does for the automobile, namely, enable it to round corners at speed without wrecking the whole machine.

All this, be it emphasized, is not merely the vision of Government theorists. As a matter of fact, a number of captains of finance and business beat Uncle Sam to it in realization of the fact that this is the only panacea for labor troubles. As this is written, a representative of extensive cotton mill interests in the South is in Washington in his quest for a formula that will insure the meshing of a sliding scale of wages with fluctuations in the cost of living. Responding to just such outside pressure, various institutions under the Government, and notably the United States Bureau of Labor Statistics, are moving rapidly to mobilize all the information available on the subject of ways and means to enable wages to keep step with the alternate forward marches and the retreats of the cost of living.

The Bankers Trust Company of New York, it has been reported to the Government, has in actual operation a very interesting plan for doing just this thing. So the Government will ask the trust company to let other concerns in on the secret of its scheme for securing for employees even and exact justice in the matter of compensation for services. Similarly, the authorities at Washington have heard of other institutions where progress has been made in this new business science and such headway is being made in rounding up the facts that the Department of Labor expects to be able to publish a short, preliminary study, early in December. Meanwhile the Federal specialists, whose ambition it is to pass along good ideas, are taking a new interest in the workings of the system of wage adjustment in operation in the textile mills at Fall River, Mass. That plan has focused the attention of investigative Washington because it con-

templates, presumably a readjustment of wages every six months in conformity with the variations up or down in the selling price of textiles and the Washington authorities are sold on the proposition that any plan for automatic wage adjustment should, in order to have a chance of success, provide for revision at least twice each year.

On its own hook, the Bureau of Labor Statistics is in a position to make a worth-while contribution to this new course in the school of business efficiency. The Bureau has been making, at periodic intervals, studies of prices and the cost of living and it can make such studies even more frequently. Better yet, for the purposes of the employer who seeks a basis for wage adjustment, arrangements are being completed whereby statistics covering the retail prices of food and fuel can be made available quite promptly after compilation. Obviously it is of no value, for the purposes of the practical business man, if a table of "relatives" (using the word as the statistician applies it) is not available until months or even years after it has lost the status of current news.

AVERAGE FAMILY EXPENDITURES  
MUST BE CONSIDERED

Thus early in this new concentration on the adaptation of the sliding scale of living costs as a basis for reciprocity in wages the specialists have isolated two principles that they declare must serve as foundation stones in whatever systems may ultimately be adopted. One of these principles calls for the use in all instances of "averages" of living costs as a guide in wage determination. It is contended, and the statistics that have been compiled by the Bureau of Labor Statistics bring this out very clearly, that not all food prices can be counted upon to fluctuate sympathetically. Only by striking an average—say with the "relatives" or percentage in relation to 100—can an employer gain an accurate and adequate idea of the extent to which the

outgo of the wage earner has increased or decreased. It is urged that this law of averages is especially desirable in the reconstruction era upon which the country is now entering because it is a safe guess that prices of certain commodities will recede more rapidly than others.

The second principle to which faith is pinned is that which insists upon the localization of any scheme for the automatic adjustment of wages to living costs. Every reader realizes, no doubt, that for all the improvement in the machinery of distribution there are food staples and even food specialties, not to mention fuels, on which prices vary considerably in different sections of the country. Furthermore, rentals or housing expenses are far from inflexible and a moment's thought will call to mind more or less isolated communities where merely the added cost of transportation serves to increase the cost to consumers of clothing, furniture and furnishings—all these latter items that are included in the "averages" as prescribed by the United States Department of Labor. It is clear, then, that only by making up his local tables in recognition of average expenditures by the individual in his home community can an employer arrive at a just conclusion.

In the opinion of the specialists interviewed, average family expenditures should be considered rather than individual expenditures in his industrial community as a basis for adjustments. That is the plan that has lately been followed in analyzing the cost of living in the shipbuilding centers and it seems to have been especially accurate in results. It is a formula that the experts argue should be clung to even though the entry of women in increased numbers into industry has operated, on the one hand, to increase the proportion of wage-earners without dependents and has, on the other hand, multiplied the number of households that have two or more wage-earners.

Careful inquiry has been made as

# MOTOR LIFE

*Announces  
the appointment of*

M. A. BERGFELD  
*as Advertising Manager*

*Robert Wolfers.*

President

The ASSOCIATED BLUE BOOK PUBLICATIONS, Inc.

243 West 39th Street, New York

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# What Shall We Make?

Will an Advertising  
Man Tell Us For \$1,000

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SOMEWHERE there is an Advertising Man who knows of something he would manufacture if he had ample capital and a big plant with a fine machine shop, foundry and sheet metal working equipment.

We are in a position to put his idea into effect and will pay liberally (not less than \$1,000) for a definite suggestion if adopted. We may wish to offer an important position to the man whose suggestion launches us into a new business with a new selling organization and an extensive advertising campaign.

We would like to have you tell us all your reasons for believing in the product, its market, profits, competition, etc.

Our advertising agency will first make note of your suggestion as a record of your rights to the reward. Your suggestion will be held strictly confidential and you will be paid for it if used. If you wish, you can file your name for protection with The Erickson Co., Inc., in a sealed envelope bearing the same initials as signed to your suggestion. They will then return your original letter if the suggestion is not available, thus safeguarding the idea and your identity. This is not a requirement.

This offer is not open to anyone associated with us or engaged by us. We have carefully looked into only one product, of very unusual nature, the name of which we have filed with Printers' Ink. In case it should finally turn out to be the most promising and someone should happen to suggest the same product, we would not be under obligation to award him \$1,000. In case the successful suggestion is made by more than one person The Erickson Company will make the award for the best presentation. Address

**"AN AMERICAN MANUFACTURER" in care of**

The Erickson Company, Inc., Advertising Agency, 381 Fourth Ave., New York City

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to just what items should be taken into account by a manufacturer who desires to be guided by cost of living in his adjustment of wages. Broadly speaking, the opinion at Washington is that only necessities should be taken into account. To be sure, in some of the recent investigations of living costs at shipyards, recognition was given to such items as doctor and dentists' bills, cost of cleaning supplies, reading matter, tobacco and even amusements. However, it was found that the cost of many items of this class could not be readily traced and consequently the usual practice was to lump them under "Miscellaneous" with the assumption that the percentage of increase in that group was about the same as the average increase for all the other items combined.

#### LABOR BOARD'S DATA

If business is really to take on seriously and permanently this suggested responsibility for keeping wages in tune with living costs it is hoped that business men will bring pressure to bear upon the newly-constituted National War Labor Board to make available for all interested parties the memoranda which it has prepared on Minimum Wage and the Increased Cost of Living. Examiners on the staff of this new "supreme court of wage adjustment" have prepared a mass of data on budgets, wage standards, food standards, "subsistence levels," "comfort levels," etc. which should prove not only of absorbing interest but downright practical value to every business man who sees this problem loom before him. To date, this information has been used only confidentially by the War Labor Board in its adjustments of labor disputes but it is to be hoped that eventually it will become public property along with the mass of information on the same general subject that the Board has obtained incident to its investigation, arbitration and adjustment of hundreds of strikes and labor difficulties in every line of trade

and every section of the country.

How thoroughly practical the National War Labor Board is in working out its problems of reconciling wages to living costs is indicated by what it terms an "important conception" on the budget system. In its confidential memorandum it has laid down the principle that comforts, insurance, sundries, etc., should have place in any budget because it is desirable to attain a certain physical well-being above mere physical efficiency. It is insisted, as in the case of the bureau above mentioned, that budget items must be an average. By way of illustration it is cited that 52 monthly car rides may be a minimum for the man who lives far from his work whereas no car rides may be a minimum for the man who lives near his work.

Another significant principle established in this quarter is that budget estimates cannot be set at the lowest individual consumption estimate in a distribution. The calory requirement per man per day cannot be set at 2,500 because one man happens to require that many when the average man requires approximately 3,500. No more can the budget-maker go on the assumption that the everyday housewife can purchase food values with the skill of a domestic-science expert or that no allowance should be made to the man for drinks and tobacco. How obsolete are many of the old-time budgetary studies to be found in books is well indicated by the fact that not one of them takes into account the "movies" and yet no up-to-date student of living costs would ignore the movies as a factor in the contentment of the average industrial community. If he does it must be that he has never heard of the experience of the industrial concern that established its plant in an isolated locality in Virginia only to lose 3,000 employees during four days of continuous rain, when the men could do no outdoor work and where they had been provided with no opportunity for diversion at the movies.

## Specialty Manufacturers Advised to Resume Advertising

Discuss Ways of Helping Retailers, and Thereby Themselves, at Annual Meeting of American Specialty Manufacturers' Association  
—President of Wholesalers Offers Advice

THE tenth annual convention of the American Specialty Manufacturers' Association, held in Cleveland last week, was devoted largely to a discussion of the lessons of the war and to consideration of the problems of reconstruction.

At the session of the executive committee preliminary to the convention, it was decided as desirable for the specialty manufacturer to resume his trade advertising at once. In this way retailers could be guided and encouraged along right lines during the uncharted transitional period that is now ahead of us.

Arjay Davies, president of the National Wholesale Grocers' Association, in addressing the gathering on the "Economics of Food Packages," said that retailers have been buying in such small lots that it has been necessary for wholesalers to break the manufacturers' packages. He added, by way of illustration:

"Certain cereals are packed three dozen to the case. It is found that fully 75 per cent of the sales to retailers on these items are for less than a full case of three dozen. Take items of soups with many varieties from five to twenty-one. These are generally packed four dozen to a shipping case. Sixty per cent of the sales are for full cases, but these must be assorted to suit the purchasers, necessitating the breaking of at least 85 per cent of the original cases received from the manufacturer.

"I feel sure you will concede that breaking of cases causes a great waste regardless of the care exercised in the shipping room, and the extra help required must

be added to the expense of handling. The labor cost of getting ready for shipment goods that are required to be broken is ten times what it is to get ready in original cases."

Another point brought out by Mr. Davies is interesting:

"We have experienced heavy losses during the past year, due to poor containers. We understand partly your difficulties, because of the condition of the times, and while we have the privilege of making claims on the railroad for such losses, it entails much labor and a heavy carrying charge. Our claims on railroads have reached in the wholesale grocery trade throughout the United States nearly two million dollars per year. The expense of carrying this amount in open accounts (loaning to the railroads without interest is the real fact) must reflect in our costs. While, of course, this is a railroad matter, we want your help in reducing these claims by keeping before you the question of a container that will perform the work that is required of it."

Other addresses delivered at the convention are published elsewhere in this issue.

William L. Sweet, of the Rumford Chemical Works, was re-elected president; first vice-president, Fred Mason, Shredded Wheat Company; second vice-president, W. W. Frazier, Jr., Franklin Sugar Refining Company; third vice-president, J. M. Hills, Hills Bros. Co.; treasurer, D. O. Everhard, Ohio Match Co., and secretary, H. F. Thunhorst.

## New Advertising Manager for Edison

Arthur J. Palmer has been appointed advertising manager of Thomas A. Edison, Inc., Orange, N. J., succeeding the late Leonard C. McChesney. Mr. Palmer has been assistant advertising manager since 1915. Previous to that time he was sales and advertising manager of the Brand Manufacturing Company, Brooklyn. For a number of years he was associated with the American Press Association, New York, in various capacities, and for three years was publicity manager for the Montague Mailing Company, Chattanooga, Tenn.

Some newspapers are read for their news, others for their editorials, and a select few for both. Philadelphians are proud to have in the last class

## THE PHILADELPHIA RECORD

*"Always Reliable"*



**THE GUGLER-  
Lithographic Co.**

1863

### Posters for Indoor Display

Striking designs, effective color schemes and perfect presswork combine to make Gugler indoor posters singularly impressive. Advertisers who desire to introduce a new effectiveness into their indoor display will be interested in samples of some of our recent achievements. Write for them.

**MILWAUKEE AND CHICAGO.**

***Addressed to a Manufacturer Who  
Believes Peace Offers New  
Opportunities to Increase  
His Business***

Have you now or would you create an executive position for a man who could help your business expand?

A man who understands the relationship between manufacturing costs and the selling price—who can analyze competition and develop new markets.

Have had fifteen years' business experience—ten years' selling and planning advertising campaigns for manufacturers, five years' in executive positions—two years' as Assistant Eastern Manager of a successful publication—two years' as Vice-President of a small corporation—one year as Secretary and Treasurer of a corporation rated over a million.

Resigned position to enter service last September, and have just received my discharge.—Am available for a personal interview on or after December 2nd.

**"M. W.," Box 234, Printers' Ink**

Before a plate is allowed to leave this shop, its faithfulness to the original and its printing qualities must have the personal O. K. of either member of this firm.

*We specialize.* For sixteen years we have done nothing but make *color plates*. An exacting clientele has been good enough to say that *"Trichromatic plates are as good as any that are being made."*

THE TRICHROMATIC ENGRAVING CO.  
461 Eighth Avenue - - - New York City  
J. H. Tryon C. A. Grotz

# South Africa Ready to Buy American Wares

A Foreign Market That Resembles the One Here at Home

By P. H. Dempers

[EDITORIAL NOTE:—The author of this article is a native of South Africa, but for the past few years has been in the advertising business in Chicago.]

A GREAT deal has, during the past twelve months, been said of the wonderful business opportunities that exist to-day for American manufacturers in Brazil, Argentina, Chile and other South American countries. Little or next to nothing has been said of the possibilities that exist in South Africa. It is a market that cannot be overlooked.

During 1917 Japan had a business commission in South Africa investigating local conditions and they neglected no opportunity of familiarizing themselves with what South Africa wants with a view to what Japan can supply. The result is that Japan has more than doubled her trade with South Africa.

There is no doubt that we have a material advantage over Britain and other foreign countries doing business in South Africa, in that our manufacturers have to deal locally with very similar conditions to those which prevail in South Africa. In many instances our manufacturers have simply to increase the output of an article already in use here, which at once meets similar requirements in South Africa. This, I believe, accounts largely for America's success in selling all classes of agricultural implements and appliances, water boring machinery, and fencing material. It is now assisting America to a great extent in the automobile trade.

We must not forget that South Africa is proceeding apace, and millions of dollars are being spent on railway construction, street-car installations and irrigations and land settlement schemes. The latest railway construction pro-

gramme provided for the expenditure of no less a sum than \$17,000,000 on nearly 800 miles of new lines, which will open up an enormous area of the richest farming country.

South African people feel very friendly towards the United States. They would like to do more business with America. One of the greatest handicaps to the development of American trade in the past has been the inadequate steamship service. Satisfactory steamship arrangements are well under way now so that there will be little or no trouble in the near future.

## FOREHANDED MANUFACTURERS WILL ADVERTISE

Financiers and large business interests agree that the United States is now due for the greatest prosperity within its history. Manufacturers who have sufficient forethought and courage to advertise their brands of commodities in foreign fields now will have created a market that will see its greatest activity when the nations of the world take up the task of reconstruction. Those manufacturers who wait until the tide has set in before launching their advertising campaigns will find that manufacturers who are already advertising will have them beaten in the race.

In England, I am told manufacturers have little or nothing to sell at the present time and yet they are already advertising largely in anticipation of the enormous business that will spring up in foreign fields from now on.

The fundamentals of advertising and salesmanship may be the same the world over, but climates differ, conditions are unlike, customs change and particular sections call for study and special treatment.

And South Africa is a particular section. In the first place the territory is a vast one. How great South Africa is in comparison with the United States can be judged from the fact that it contains over 1,330,000 square miles and the United States over 3,000,000 square miles. Note also the small proportion of population to territory—an average of only 7.5 persons to the square mile. The statistics show that towns of from 250 to 3,000 are in the majority. The bigger towns and cities are many miles distant from each other. For instance, Cape Town is 1,000 miles from Johannesburg, 650 miles from Kimberly, 830 miles from Port Elizabeth, 750 miles from Bloemfontein and 1,253 miles from Durban. And the climate differs in the several sections. Instead of snow in winter the Transvaal has its rainy season. Again, Cape Colony has its rainy season during the summer. The seasons open later. Spring comes in September instead of March as we have it here. In the seaboard towns the summers are cool, but not, like California, inclined to be foggy, while in the interior towns it is hot and very dry. So here you have a vast territory, lots of resources, immense wealth and various climatic conditions.

It follows that the successful advertising of any product in this field calls for study and special handling. Take, for instance, the South African trade in stock-foods, dips and medicines. The Orange River Colony, more familiarly known as the Orange Free State, would undoubtedly be the best field as it is essentially a stock-raising country. The farmers there have a variety of diseases to cope with and this makes the market for dips and medicines an important one.

Distribution in this vast territory depends quite largely on the dealer. There are numerous dealers in towns of from 500 inhabitants up. These dealers handle sales whose volume runs up to \$200,000 and more per year. This volume is not secured in the towns alone, but in the trading communities of which

the towns are centres, taking in generally the country within a radius of from five to twenty miles. This distance is covered by a team. From the foregoing it will be seen that the problems of distribution and sales can be solved most easily by studying first, the climatic conditions in different sections, second the class of dealers to be sought, thirdly arranging for the regular solicitation of these dealers by a salesman and fourth the backing up of the salesman's visit by advertising.

#### DIFFERENT SORTS OF REPRESENTATION

In certain commodities direct business can be profitably and conveniently conducted by means of newspaper advertising, but where direct business is not possible it is necessary to appoint local selling agents and to give those agents reasonable advertising support. It is not a difficult matter to secure reliable and well established jobbers, but it is the hardest possible thing to get the jobbers' salesmen to push your line, particularly when they have from 500 to 1,500 items on their minds and possibly some of them competing with yours. If I were a manufacturer I would send my own man from here, and if possible secure one who knows the territory, the customs of the people and their habits. Let him create the demand in the retail consumer trade. In practically every case the manufacturer who plans to make a campaign for permanent business in South Africa should establish headquarters in either Cape Town or Port Elizabeth.

It seems incredible that a country like South Africa with a population of 10,000,000—approximately the same as that of Canada—and with wonderful agricultural, fruit growing, mining and pastoral resources, should be under the necessity of spending annually \$40,000,000 on imported food stuffs alone. Of this sum fully 75 per cent of the trade has been controlled by England, France, Germany and Belgium and the balance by the United States.

The year 1915 will be known in

# H. L. Winer Special Agency

## FOREIGN LANGUAGE ADVERTISING

TRIBUNE BUILDING, NEW YORK

**WE REPRESENT** a Complete List of the Leading American Foreign Language Newspapers—all that is worth while in the foreign language field, without waste or duplication.

Our special service department offers advertising agents valuable cooperation in the planning and carrying out of campaigns successfully among the foreign language speaking people of the United States.

**We Make Foreign Language Advertising Pay the Advertiser.**

*Consult Us on Your Next Appropriation*

## PHOTO-CHROMOTYPE ENGRAVING CO.



An organization of Expert Artists and Engravers producing the highest quality of Halftone, Line and Color Engravings. Special Department for Brass and Steel Dies.

920 RACE STREET - PHILADELPHIA, PA.



## Howard Bond

WATERMARKED

*The World's Greatest Bond Paper*

**Tear It  
Compare It  
Test It  
and you  
will  
Specify It**

*Complete  
stock of  
WHITE and  
COLORS  
ready for dis-  
tribution.*

*A request for sample book of Howard  
Bond will have our prompt attention.*

**The Howard Paper  
Company**

URBANA - - - OHIO

OFFICE forces of America are rapidly adopting and demanding HOWARD BOND for their complete stationery requirements. HOWARD BOND is a paper which has the most brilliant white color of any writing paper on earth, regardless of price.

The Howard Mills' great advantage of pure, cold, perfect paper-making water, taken from an underground lake, enables them to get the clear white shade that has not been and can not be approached.

Selected raw stock is responsible for HOWARD BOND positive uniformity and strength extraordinary.

## Wanted: an Understudy

A man with executive ability and some knowledge of circulation, as an assistant to circulation manager.

Lots of room to grow and a moderate salary, (\$2000 to \$2500) until ability is proven. Give full particulars in confidence to "Manager"—Box 235, Printers' Ink.

the automobile field in South Africa as the year of the American car. The existence of war conditions was not the only factor in the increased popularity. The design of the American built car was a great deal better suited to cope with South African road difficulties than that of the English make. Some of my friends in South Africa believe that the growth of the truck and tractor business will be natural and extensive, others that the South African will do a great deal of figuring before he will replace his native-driven delivery vans by white men on motor trucks and that the farm tractor, whether used for plowing or other work, has much to prove before it ousts the native and the ox.

The fact remains that both motor plows and motor tractors are now being freely bought by farmers throughout South Africa and Rhodesia. The rapidity with which sales increase will hinge a good deal on the results obtained by those who are now employing them. It seems probable, however, that within a reasonable period the average South African farmer will be brought to realize that speed in preparation and reaping in agriculture and in getting products to the markets means the quicker turnover of capital, and that the profit he is likely to derive in this way will more than balance any additional expenditure for motor power.

Among the articles of American manufacture that may be sold in South Africa are automobiles and supplies, motor cycles, tires, typewriters, cash registers, sewing machines, agricultural machinery, windmills, toilet articles, breakfast foods, aluminum ware, hardware, men's hats, collars, shoes, canned and tinned goods, talking machines, corsets and hosiery.

South Africa will not become a manufacturing country until it has a closer land settlement and town industries are of little or no value while they can import manufactured goods cheaply. South Africa's first policy must be the production of the raw material and they can only hope for the sub-

stantial manufacturing industries when the population becomes dense enough to create them automatically.

An important factor which will greatly benefit the American manufacturer is to quote catalogue prices in English currency, pounds, shillings and pence; this is particularly true in quoting prices in advertisements. I venture to say that not 5 per cent know what the dollar sign represents, but they all do know Pounds, Shillings and Pence.

The shutting out of Germany and Austria from the South African market has necessarily had a considerable influence upon importation. During normal years South Africa purchased from Germany goods amounting to over \$20,000,000. Part of Germany's former trade has gone to neutral countries and a good share to America. Switzerland has doubled its exports to South Africa since the war began. Sweden has increased its sales, Japan's share has grown nearly five-fold.

The total value of imports into South Africa in 1916 was \$196,615,000 against \$147,995,000 in 1915. Of this total the British Empire furnished goods to the value of \$134,137,000 in 1916 and \$101,400,000 in 1915. In 1916 the value of imports into South Africa from the United States was \$30,369,000 and in 1915 \$22,055,000.

### McNeil Manages Bird & Son, Limited

W. R. McNeil, formerly in charge of the advertising of Bird & Son, Inc., East Walpole, Mass., makers of Neponset roofing, has been made vice-president and general manager of Bird & Son, Limited, Hamilton, Ontario. The advertising department of the former company has been merged with the sales department, under P. H. Bailey, sales manager.

### G. H. McBride Now a Captain

G. H. McBride, who last July was transferred as First Lieutenant to the Chemical Warfare Service, was recently promoted to Captain, Chemical Warfare Service, U. S. A., and is still stationed at Edgewood Arsenal, Edgewood, Md. Captain McBride, before entering the Service about a year ago, was with Dan A. Carroll, New York City.

## Suppose—

you know something about office specialty salesmanship, and yet regarded yourself as more advertising man than salesman; and suppose New York City had more waiting business than two men can now handle; so that two more men will be let in on it January 1st; and suppose it didn't matter how young you were, but you would be ruled out if you were over 35; and suppose the appliance you would sell were already in demand, an accepted though revolutionary device, in successful continuous use by the foremost business concerns; and suppose it were to be consistently and strongly advertised; and suppose you only had to do one-half as well as the writer in order to make \$100 a week—and the better you do the better I shall be pleased—

Would you write and give me a line on your belief in yourself before I ask you to call? I can then tell in three minutes whether you can qualify as one of the two men."—T. H. H., Box 233, care Printers' Ink.

## You Can't Cover LOS ANGELES without the EVENING HERALD

Daily net paid Circulation  
**139,374**

Evening Herald Publishing Co.

Member A. B. C.

Los Angeles California

## Charles PRINTING Francis BINDING Press

Most complete and up-to-date  
establishment in New York

Printing Crafts Building, New York  
(EIGHTH AVENUE—32nd to 34th Streets)

## On Guard Against Bolshevik Propaganda

Department of Justice at Washington Is Alert Against Disturbing Elements That Might Enter the Country from Europe—Liberty Bond Holders Are a Powerful Bulwark

WHILE officials of the United States Department of Justice are inclined to discourage public discussion of the subject at this time there is no disposition at Washington to deny that close watch is being maintained against the spread beyond safe limits of Bolshevik propaganda. The experience of the Government with certain phases of the I. W. W. movement has been such as to admonish officials to pursue a stitch-in-time policy.

Disinclination on the part of the Department of Justice officials to sound public warning against the spread of "red" doctrines and ultra-radicalism is explained by the delicacy of the situation as affects the new elements of dissatisfaction. Not all men are agreed as to just where lie the boundary lines between free thought, democracy, socialism, paternalism, syndicalism, the soviet doctrine and outright anarchy. Furthermore, with all the new laws on our statute books, the Department of Justice has no license to step in until the discussions pass the limits of freedom of speech and freedom of the press and enter the sphere of sedition. Always there is the consideration that the role of martyrs must not be conferred upon agitators who covet the roles.

In order that that situation may be kept well in hand officials are in constant touch with the spread of all forms of super-radical propaganda, especially in the foreign colonies in the large cities. The fact that such movements are in many instances furthered by enemy aliens for their own purposes affords one explanation of the policy of the Government to allow no relaxation of its su-

pervision over enemy aliens although fighting has ceased. The circumstance that enemy alien trouble-makers can be continued in internment until the formal proclamation of peace has been issued is the best guarantee for reasonable repression of suspicious agitation. Official opinion at Washington inclines to the belief that it will be at least six or eight months before the President will formally proclaim that peace has come and if the proclamation is deferred until the Senate has ratified the peace treaties it may be that an even longer interval will ensue in which the spirit of rampant radicalism can subside.

Meanwhile the Government has been taking its own measures against the very contingency that now looms. It is perhaps no harm to confess now that the desire to provide a charm against the blandishments of the Bolsheviks and all similar forms of unrest and thirst for communal control was one of the main incentives which has prompted all Federal officials to work so hard to roll up the greatest possible muster of Liberty Bond holders. It is the inspiration in no small part of the present organized effort to persuade all holders to hang on to their bonds. It is one of the underlying inducements in favor of carrying out the plan to make the marketing of Savings Stamps and Thrift Stamps a regular and permanent Government activity. The theory is that the more creditors Uncle Sam has the less likelihood there is that any considerable portion of the population will be infected by the germ from Europe.

### Joins Pratt & Lambert

Charles D. Roberts has joined the advertising department of Pratt & Lambert, Inc., Buffalo, N. Y. For several years he has been manager of advertising service for the J. W. Clement Company, Buffalo printer.

The Woodman & Mahon Advertising Service, of Seattle, has been changed back to the original name of Woodman Advertising Service, R. H. Mahon having withdrawn to engage in street car advertising.

## What Do You Know About the Latin - American Countries?

**Y**OU know the Amazon is the greatest river in the world, and the Andes the longest mountain range in the world, and that tin comes from Bolivia; you know a whole lot about the building of the Panama Canal. Yes, you know things that every school boy knows.

**BUT DO YOU KNOW** what the mines and oil wells of Mexico are *producing*; what the United Fruit Company is *doing* with its Twenty-Million-Dollar investment in Central America?

That the Banco de la Nacion Argentina normally carries \$400,000,000 deposits; that Colombia has practically the world's monopoly for emeralds, and, next to Russia, is the largest producer of platinum; that the largest iron deposits in the world are in Brazil?


That it never rains in northern Chile, but every day in part of northern Brazil; that there used to be a city of over a million inhabitants on the shore of Lake Titicaca; that Paraguay has a language of its own; that Rio de Janeiro contains the second most costly theatre in the world; that ocean steamers penetrate Peru from the East; that the fossil remains of sea-fish are found at the top of the Andes; that Paraguay produces lace of the most delicate and original design; that three river falls in South America rival Niagara?

With the development and expansion of American commerce and the certain growth of American political and social influence, isn't it important that you should have a more thorough knowledge of all Pan American countries and affairs?

### WHERE TO GET THE INFORMATION

You can learn all about these things and a thousand other things relating to the Latin American countries in

# THE SOUTH AMERICAN



**A JOURNAL FOR ALL INTERESTED IN LATIN AMERICAN AFFAIRS**

the popular, illustrated magazine published monthly at 310 Lexington Avenue, New York. A volume of twelve numbers of this magazine contains a veritable encyclopaedia of instructive information about the southern half of the Western Hemisphere—worth more by far than any book or set of books covering this field. Our book department, by the way, will supply you with any work published treating of Latin America. Ask for catalogue.

### Annual Subscription

\$2.50 in United States, Mexico, Panama, Cuba, Porto Rico and the Philippines. In all other countries, \$3.00.

Readers of "Printers' Ink" who send us their subscription before February 1st will receive two back-numbers of THE SOUTH AMERICAN free of cost.

### SOUTH AMERICAN PUBLISHING CO., Inc.

310 LEXINGTON AVE.

Established 1913

NEW YORK

**EL NORTE AMERICANO**, our monthly magazine in Spanish, is the most popular periodical sent to the Latin American countries.

**Does Your  
Trademark  
Have to Be  
Registered  
in the U. S.**

?

before it can be registered in some foreign country where you want your good will protected? This question and many others are answered in a compact, concrete and authoritative way in MIDA'S FOREIGN CHART. If you are interested in Foreign trade you need this Chart. It is FREE.

**Mida's Trademark Bureau**

*Established 1889*  
**Rand-McNally Building**  
**CHICAGO**

I have been  
**ART EDITOR**  
of the  
**Ladies' Home Journal**  
**Delineator**  
**Harper's Bazar.**  
I am looking for a  
**POSITION.**

**W. MARTIN JOHNSON**  
2 Rector Street, New York  
Room 1700  
Telephone, Rector 7860

**What Shall Be  
Done With Unused Gov-  
ernment Supplies?**

War Salvage Commission Proposed to Determine the Answer to this Vexed Question—Manufacturers Fearful Over Prospect of Competing with Government in Sale of Goods.

ONE of the latest plans for restoring the peace status contemplates the appointment by the President of a commission to be known as the War Salvage Commission. Seven members would qualify at a salary of \$10,000, per year each. The proposal was hatched in the Committee on Appropriations of the House of Representatives when the first deficiency Appropriation Bill for the fiscal year 1919 was drawn up. It went out on a point of order when the measure was taken up in the House, but advocates of the plan cling to the hope that it will be restored in the Senate. Obviously there is in this proposal a duplication of the aims sought in the measures already introduced in the upper house of Congress by Senators Weeks and Overman, mention of which has already been made in **PRINTERS' INK**.

For advertisers, this War Salvage Commission idea may have especial interest because it concentrates on a phase of the after-the-war programme for which only incidental provision has been made in the other plans—the systematic disposition of the immense amount of property remaining in the hands of the Government. As set forth in the authorization offered in the House, the War Salvage Commission would be called upon "to make a survey and study of all properties belonging to the United States and particularly those acquired during the present war and to recommend to Congress what use or disposition should be made of same."

Any person who gets a peep at the correspondence coming to Washington from advertisers in all lines located in all parts of

the country finds the most convincing evidence of the interest and uneasiness of manufacturers as to what disposition is to be made of the vast quantities of goods that Uncle Sam has purchased for war purpose but not all of which may be required for military consumption. Some business men state frankly that they do not wish to plan elaborate advertising plans for the period directly following the war if there is any risk that their markets will be in any degree demoralized by the dumping by the Government of considerable quantities of articles that would suffice to meet a certain portion of demand even though offered as "used," "second-hand" or "rebuilt" wares. The situation would, of course, require all the more careful handling if the commercial market were to receive quantities of new goods from the Government.

A concrete case is afforded in the motor truck field. If plans are carried out, the close of the year 1919 will see more than 200,000 motor trucks in the service of the Government. Truck manufacturers and agents have commenced to ask anxiously whether there is likelihood that any considerable portion of these trucks would, in the event of a precipitate peace, be turned on the market to meet civilian demand.

Manufacturers are only partially reassured, too, by the explanation that wear and tear is so excessive in the military service that few of the articles from the front will be capable of further service. There is a 120 per cent per annum depreciation on wagons in France as compared with only a 50 per cent depreciation on army wagons in the United States.

An interesting advertising question that will arise after the war, both in connection with private operations and the disposition of goods manufactured to Government order, will have to do with the permissibility of the use in copy of reference to the fact that proffered articles have been originally made for the Government.

## WANTED

### by January 1st, 1919

A newspaper in a city of half a million inhabitants with a morning circulation of over 70,000 and a Sunday issue of 90,000 is in need of a capable advertisement writer to take charge of its Copy and Service Department by January 1st, 1919. An applicant's qualifications must be:—one who has had experience on other newspapers or has been second in charge and is anxious to advance:—a man who can plan advertising copy for campaigns and give it to the solicitors to sell to prospective advertisers.

We want a man who is enthusiastic and if necessity requires, he will see prospective advertisers and sell copy to them. The applicant must be one of the best in his line and if he proves it, he will have one of the best positions offered to him.

When answering this advertisement, state age, where employed and salary desired. All correspondence will be treated confidentially. Address "T. W.," Box 237, care PRINTERS' INK.



# PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS  
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY  
Publishers

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 833 Peoples Gas Building, 122 South Michigan Boulevard, KIRK TAYLOR, Manager. Telephone, Harrison 1706-1707.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

London Office: 16 Regent Street, S.W., G. W. KETTLE, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued every Thursday. Subscription price, three dollars a year, \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$80; half page, \$40; quarter page, \$20; one inch, minimum \$6.30. Classified 45 cents a line-net. Minimum order \$2.25. After January 1, 1919: Page, \$90; line rate, 50 cents.

JOHN IRVING ROMER, Editor  
LYNN G. WRIGHT, Managing Editor  
R. W. PALMER, News Editor

## EDITORIAL STAFF:

Bruce Bliven John Allen Murphy  
Frederick C. Kendall Frank L. Blanchard  
Chicago: G. A. Nichols  
London: Thomas Russell

NEW YORK, NOVEMBER 28, 1918

## New Light on Colgate Case

Chairman W. B. Colver, of the Federal Trade Commission, in addressing the American Specialty Manufacturers' Association last week gave out important information relative to the recent Colgate price maintenance decision. What he said will chill somewhat the exultation of those manufacturers who had hoped that the favorable ruling of the court in this matter opened up a legally approved method of upholding resale prices.

The Federal Trade Commission has been making a deep study of the Colgate case. Governor Fort, in reducing the conclusions of the Commission to writing, states that

in his opinion the Colgate decision does not affect the status of price maintenance under the Clayton law or the act creating the Federal Trade Commission.

The charge brought by the Attorney General against Colgate & Company was a *criminal* one and was directed under the Sherman law. The ruling of Judge Waddill clearly decides that a manufacturer incurs no criminal liability in refusing to sell the price cutter. In other words he does not violate the Sherman Act. According to Mr. Fort, however, the *civil* liability of such a manufacturer under the Clayton measure was not considered in the Colgate case.

It would therefore appear that the Federal Trade Commission, in conforming to the enactments of the law creating it and also to sections of the Clayton act, will continue to regard as unfair any restrictions placed on the resale price of goods, until, at least, this phase of the subject is thrashed out in the courts.

The Trade Commission, however, is not prejudiced in the matter. Mr. Colver says there is nothing for the body to do but to follow its plain duty as expressed in the law. He declares that if a law is not good the best way to assure its repeal is to enforce it. If legislation is needed, he contends the quickest way to get it is to enforce existing laws so strictly that their unfairness and the hardship they are causing will be plainly exposed. Mr. Colver further states "that the Commission is desirous of being helpful in any movement looking to a final legislative decision of this whole vexed question."

In a word, Commissioner Colver's address indicates, in the absence of further developments, that to find relief from price-cutting piracy, manufacturers once more must look to the enactment of new legislation or to court approval of the Colgate plan from the civil side or to its winning final judicial approval of some other plan, such as the Ingersoll method of selling the product and licensing the good will.



**"Wanted—  
One  
Superman"**

The resignation of Secretary McAdoo, accompanied almost simultaneously, as it was, by the formal action of the National Association of Owners of Railroad Securities to secure the return of their property to private control, has brought into the limelight some interesting questions, not the least of which is: how big must a job get before it is too much for one man to handle?

Whether or not the *Providence Journal* is right in saying that Mr. McAdoo's resignation was due to his opposition to the administration policy of continued Government operation of public utilities in time of peace, his own statement that he is tired out is undoubtedly correct. For some months past, Mr. McAdoo has unquestionably been the heaviest-burdened business executive in the United States, which is to say, in the world. The marvel has been that he should have accomplished as much as he apparently has, and along such multifarious lines.

The single task of being Railroad Administrator is of appalling scope. The United States is operating 231,000 miles of railroads, which employ normally close to two million men; and this is saying nothing of the supervision of thousands of miles of canals, or the heavy tonnage in coastwise navigation. If the Railroad Administrator is a real executive, and not a figurehead, his task is appallingly large.

In fact, there are not lacking those who believe that it is impossibly large. E. P. Ripley, former president of the Atchison, Topeka & Santa Fe, and noted as one of the ablest experts on railroad operation in the country, declared in a recent statement in *Railway Age* that "No one man or body of men can successfully operate so large a system, even with the best of assistants. That is not intended," he adds, "as a criticism on the director-general, whose first object is to win the war, and who is directing his energies to that end, and who is

doing to the public what it would not submit to for a moment under other conditions. It is a common saying that 10,000 to 12,000 miles is the limit over which one man can project his personality or influence as manager. Personally, I should be inclined to increase this slightly, especially on lines of light traffic, but there certainly is a limit beyond which it is unsafe to go."

Mr. Ripley is therefore opposed to continued Government operation, favoring a return to "a healthy rivalry as to the accommodations and facilities offered the public." There should not be however, "such wild and unregulated competition as heretofore existed." He suggests the necessary steps to creating such a condition as being three:

1. Obliteration of State lines as regards all transportation matters.
2. Repeal of some of the national laws which are oppressive.
3. Enabling the nation to guarantee the credit and participate in the profits of the roads (rehabilitating those whose credit has been destroyed largely by the nation's own acts) and receiving in return representation on the various boards of directors.

Mr. Ripley therefore endorses the plan suggested by F. J. Lisman, who suggests a possible fifteen corporations dividing the country into groups, for operation under somewhat the conditions Mr. Ripley has laid down. And the latter urges that it is "not too early to appoint a committee to consider the question and perhaps to draw an enabling act." It is interesting to compare this view with that of the National Association of Owners of Railroad Securities, which suggests the immediate necessity for studying "comprehensive plans for strict Government regulation, which shall include supervision of security issues," and says that "plans (for the return of the railroads to their owners) must give equal protection to the shippers, to labor, and to the owners of railroad securities."

### **Advertising to the Employee**

A certain manufacturing concern announces that it wants an advertising manager who is 80 per cent proficient in the matter of internal publicity and 20 per cent good when it comes to selling the firm's proposition to customers. It thinks it can sell more goods to its customers if it reaches them through its employees.

This may be placing rather a liberal construction on the thing, but certain it is that big concerns all over the country are recognizing as never before the value of spending some effort and a little money if need be to make sure that the employee is in line with what they are trying to do. They are seeing this employee matter in such an important light that they go on down the line and try to sell their products also to the employees of their customers.

A butterine manufacturer in the West wanted to put his product in the lead. He advertised liberally and packed the butterine in attractive containers. He tried to make it the best butterine on the market. The results were good, but not what he expected. An analysis showed him that the trouble lay in the grocery-store clerks. They had no particular interest in butterine and would as soon sell one brand as another. The manufacturer sent out his best salesmen to sell the clerks on the idea that this was the best butterine on the market. Sales improved.

An advertising manager had to fight hard every year to get across the house-organ appropriation. The merchandise men in the concern, lacking in the advertising vision, could not see the house-organ because it did not bring in actual visible returns that could be computed in dollars and cents. The argument that won every time was that the house-organ, though addressed exclusively to customers, could more than pay for itself through its effectiveness in making the employees acquainted with the aims, policies and practices of the house. Presented in this way the matter was more attrac-

tive to the employees than if addressed direct to them. The same idea is behind the factory lunch-room and other welfare enterprises.

The American employee is inclined to be uppish and independent. He hasn't any too much respect for the man who hires him. If he were at the head of the business he certainly would not do things as they are being done now and so on and so on.

The handling of him presents a real problem. The most progressive ideas along this line as they are being worked out to-day are that it pays to regard it as the firm's advertising task to sell the employee as well as the customer.

The manager of a chain of Chicago drug stores says he always has his employees in mind when he puts out a printed advertisement. In public print he assures his customers that his clerks are courteous, efficient and willing to serve. The advertisements then are prominently displayed in the stores. The clerks respond in a satisfactory way.

If a manufacturer's employees do not believe in his product or his methods there is something radically wrong with his advertising (or him).

### **Advertising Man Cited for Gallantry**

First Lieutenant William Duckstein, New York advertising man, has been cited for gallantry in action. He formerly served on the staffs of the *Philadelphia Telegraph*, *Inquirer* and *North American*, and on Washington papers. Later he was associated with A. McKim, Ltd., Toronto, and was then with the Picard Company, New York. He joined the Advertising Men's Training Association which met in the 71st Regiment Armory, and afterwards trained under the American and French forces as an observer with the air forces.

From the fact that he was cited as a pilot while officially an observer, presumably he went out alone in a dual capacity of pilot and observer—a particularly hazardous undertaking.

### **Dewar Made Advertising Man- ager of Welch Grape Juice**

A. L. Dewar, for several years connected with the advertising department of the Welch Grape Juice Co., Westfield, N. Y., has been appointed advertising manager of the company.

# Covering the World for The Red Cross Magazine

*To interpret the peoples of a made-over world, their problems and their needs, to the people of America. The Editors of THE RED CROSS MAGAZINE have arranged an extensive editorial program for 1919, of which the following is part:—*

**WILLIAM ALLEN WHITE** goes to Europe to write of post-war conditions.

**IDA M. TARBELL** will report the Peace Conference, and will write of the women of Europe.

**IDA A. R. WYLIE**, English novelist, author of "Toward Morning," will go into Germany as soon as the way is open, to write of German women.

**EDWARD HUNGERFORD** goes to France to write of the commercial reconstruction of Europe.

**CHARLES J. ROSEBAULT**, formerly of the New York Sun, will go into the Central Empires and Poland to cover commercial and general conditions.

**WILLIAM G. SHEPPARD**, formerly Foreign Correspondent of the United Press, will go to Europe and write a number of articles on after-the-war conditions abroad.

**ROGER LEWIS**, formerly of the Associated Press in Russia, is now in Archangel, and will cover Russia and its people.

**L. D. KORNFIELD**, formerly of the New York Times, goes into Siberia, via Vladivostok, to tell of the people of Northern Asia.

**MELVILLE CHATER**, now in Constantinople, will cover Turkey and the Balkans.

**REGINALD T. TOWNSEND** and **FRANCIS R. BELLAMY** of our Editorial Staff will have general direction of the Continental work from our Paris office.

**RALPH GRAVES**, formerly Sunday Editor of the New York Times, is now in charge of our work at National Headquarters in Washington.

**A. EUGENE BOLLES**  
Advertising Manager  
120 West 32d Street  
New York City

**COLE & FREER**  
Peoples Gas Building  
Chicago, Ill.

**C. A. CHRISTENSEN**  
236 Old South Bldg.  
Boston, Mass.

**E. K. HOAK**  
Van Nuys Building  
Los Angeles, Cal.

# The Little Schoolmaster's Classroom

THE boss and the advertising manager of a mail-order house were discussing the mailing of a little illustrated booklet of special offerings.

The advertising manager insisted that the booklet should be mailed in a sealed envelope under a two-cent stamp (this was just prior to the coming of the three-cent letter rate); the boss argued that it would bring in just as many orders if sent out in a penny-saver envelope under one-cent postage.

Neither could convince the other. Finally the boss proposed that they pick out 500 names from the list and send 250 of the booklets as sealed, first-class mail and 250 in the penny-saver envelopes, and then look up the result in six months. This they did.

The result was as follows:

Penny-saver Envelopes—1c Postage	
Total number of orders.....	22
Orders under \$1.00.....	8
Orders between \$1.00 and \$5.00 ....	11
Orders over \$5.00.....	3
Total amount of orders.....	\$53.39
Average order .....	\$2.43
First Class Mail—2c Postage	
Total number of orders.....	25
Orders under \$1.00.....	8
Orders between \$1.00 and \$5.00.....	13
Orders over \$5.00 .....	4
Total amount of orders .....	\$55.75
Average order .....	\$2.23

The difference in total amount of orders between the two mailings was just \$2.36, in favor of the two-cent stamp; the difference in postage was \$2.50, in favor of the one-cent stamp.

The advertising manager and the boss never have been able to agree as to who won!

\* \* \*

Members of the Class who think the idea of taxing advertising, so loosely talked of by legislators, is new should browse through Frederic Hudson's *History of Journalism*, as did the Schoolmaster the other afternoon, and read the account of the Massachusetts tax on advertising back in 1785. If the legislators ever do put a tax

on advertising, perhaps we shall have to resort to the ingenious advertising methods employed by the *Boston Gazette*, described as follows:

"While the papers of the other States are crowded with advertisements (free of duty), those of this State are almost destitute thereof; which justly occasions the oppressed printers of those shackled presses to make their separate complaints, as many do, owing to their being prohibited advertising in their own papers, their own books and stationery without incurring a penalty therefor. We, for the same reason that our brother typographers use, forbear publishing that *Bibles, Testaments, Spelling-Books, Primers, Almanacs, etc., besides Stationery and all kinds of Blanks*, may be had at No. 42, Cornhill.

"The duty on advertisements also prevents our publishing that we have lately reprinted an excellent moral Discourse, entitled: *The Shortness and Afflictions of Human Life*, illustrated, for the price of said book being but *eight pence*, it will take away the profits of too many; and perhaps encourage Government to continue this burthen."

\* \* \*

Some time ago the Schoolmaster talked with an advertising manager who had worked out a rather different method of taking care of the carbon copies of the copy for his firm's advertisements. Instead of filing these carbons he had some yellow paper (regular 8½ x 11 sheets) punched to go into a three-ring loose-leaf binder. All carbons of advertising copy are made on this paper and the carbon copy is automatically inserted in the appropriate ring binder by the stenographer. When subsequent corrections are made the typist removes the previous carbon from the binder and inserts the revised copy. Separate binders are maintained for

## **"Electrotypes—Quick?"**

Then it's "Rapid Service" you want. We can fill your Electrotypes orders, Promptly—Efficiently—whether you are located on the Atlantic seaboard or the Pacific Coast.

We make all kinds of Advertising Plates and Trade Cuts, including Stereotypes and Mats, Electros by the wax or Dr. Albert Lead Mold Process. Sole owners U. S. Letters Patent on Aluminotype.

### **The Rapid Electrotpe Company**

W. H. KAUFMANN, President and General Manager

Largest Makers and Distributors of Advertising Plates in the World

New York

CINCINNATI

Chicago

REFERENCES:—Any five national advertisers you may think of. If you ask them, you will find that several of them already know what Rapid's Service means.

## **Consumption - Cure Advertisements Wanted**

The "consumption curists"—the most heartless, contemptible and bare-faced fakirs that ever disgraced advertising pages—are again creeping out of their holes and, with the ready aid of some publishers, are taking money from the pitiable but always hopeful victims of the Great White Plague.

I want to make a complete collection of this particular class of iniquitous advertisements for the purpose of passing the enlightening exhibit around among decent advertisers. Help me by sending every nostrum advertisement that you see promising directly or indirectly a cure, or a substantial relief, for tuberculosis of the lungs. Be sure to send the complete page of the publication, showing the title and the date, so that the publishers who assist in the fleecing of consumptives may share properly in the publicity. S. Roland Hall, College Hill, Easton, Pa.

### **Population 65,000 Trading Centre for 100,000**

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. A Dry Town doing Big Business. Established 1880.

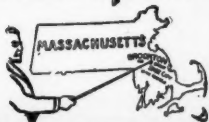
## **Brockton Daily Enterprise**

**16,000 Daily**

Flat Commercial rate 50 cts. per inch

Afternoon Paper, Sells for 2 cents

Carries a page of want advertisements.



**"GIBBONS Knows CANADA"**



**copy men &  
advertising  
managers**  
the  
**Howell Cuts**  
will interest you  
write for proofs - right now!  
363 Fifth Avenue / New York

## PRINTERS that are RELIABLE

**Foreign Language  
Work Our Specialty**

**True and Accurate Translations**

**National Printing & Publishing Co.**  
2100 Blue Island Avenue, Chicago, Ill.

## A Copy Writer

-- an Art Director  
-- a Production Mgr.

Seeks a new connection with an Agency of high ideals—or Substantial Manufacturer—where he can best utilize the unusual training acquired in 10 years of Advertising work. 7 years with present agency. An exceptional understanding of the "tools" of the trade: Printing, Art, Engraving. Age 28, married. Minimum salary \$3000. Experience. Reference. Samples to those interested. "C. W.," Box 236, Printers' Ink.

More rated retail Department,  
Dry Goods and General Mdse.  
Stores are paid Subscribers to the  
Merchants Trade Journal than  
to any other trade publication.  
A. B. C. Members.

**MERCHANTS TRADE  
JOURNAL, Inc.**

Des Moines, New York, Chicago  
Indianapolis

trade copy, women's copy, general copy, newspaper copy, etc. There are binders also for write-ups and for trade literature and booklet copy. For compactness, both sides of the sheet are used in making the carbon copy, though the original is written on only one side of the sheet.

The advertising manager informed the Schoolmaster that this loose-leaf binder idea had made it much easier to keep copy from getting lost or mislaid; that it kept the carbons in better shape; and that it was much more satisfactory to keep it in book form instead of having to leaf through a bunch of loose papers in a filing folder. It also makes for easy reference, and by having the old copy taken out as fast as revised carbons are finished it keeps the copy file right up to the minute and eliminates clutter and confusion. Another good feature is that every member of the department knows just where to find the copy, and there is no danger of anyone getting anything but the latest revision.

The Schoolmaster was so favorably impressed with the idea that he recently adopted the plan for his own office, and it is working out most satisfactorily. He wonders why he didn't think of it years ago!

\* \* \*

"Which of these two teaspoons shall we use in our fall magazine advertisements?" asked the new assistant of a mail-order advertising manager the other day.

"Which would you say?" asked the advertising manager.

The assistant inspected the spoons carefully. The price was the same, and the patterns, while different in detail, were rather similar in their main characteristics. "Well, it's a toss-up, but I'd say this one."

"Yes, that would be my choice, too," agreed the manager.

"All right," said the assistant, starting back to his office. "I'll have the cut made right away."

"Hold on," called his chief. "I said that spoon would be my choice. But we're not advertis-



ing to me—or to you; we're advertising to women. We don't spend our money in advertising on opinions in this business. I want you to take these two spoons to every woman and girl in our office and get them to express their preference. Then we'll know which spoon to run."

Twenty minutes later the assistant returned. "Well, I'll be darned," he declared, as he placed a slip of paper on his chief's desk. The vote stood 14 to 8 in favor of the spoon the two men had not chosen. The chief grinned. "You'll be 'darned' a good many times before you get through with the mail-order business," he said, "but in the end you'll be a darn good advertising man because of it!"

### Henry Ford a Newspaper Publisher

Henry Ford has purchased the Dearborn, Mich., *Independent*, and will publish it as a national weekly, the first issue to appear January 2, 1919.

"I am very much interested in the future, not only of my own country but of the whole world," said Mr. Ford last week. "And I have definite ideas and ideals that I believe are practical for the good of all and intend giving them to the public without having them garbled, distorted or misrepresented."

"I intend also getting out a paper that will be of interest to the whole family."

"It is my intention to give the paper a great deal of my personal time. It will not be local in any way, but national in scope."

Mr. Ford has announced that in the future his son, Edsel, will take his place as active manager of the Ford automobile plant.

### BOURGES SERVICE

SUPERVISION OF  
ENGRAVING AND PRINTING  
FLATIRON BUILDING NEW YORK CITY

DAY  
GRAMERCY  
536



NIGHT  
AUDOBON  
5360-3120

*A Personal and Emergency Service not limited to the irregular capacity of one plant but enjoying the co-operation of many.*

## DOMESTIC ENGINEERING

A weekly publication read by the progressive  
**Plumbing and Heating Contractors**

Livest in the field. Member A. B. C.

OLD COLONY BUILDING, CHICAGO.  
NEW YORK OFFICE: 200 FIFTH AVE.

## CLASS

For class, trade & technical advertisers

Every issue contains a directory of representative class, trade and technical papers, with rates, type-page sizes and closing dates.

Subscription Price \$1 a Year

417 South Dearborn St., Chicago

Sample Copy on Request

## Business Books

The November issue of "The Title Page," our monthly bulletin, describes over a hundred up-to-the-minute books for BUSY EXECUTIVES. May we send you a copy?

### DOWNTOWN BOOK SHOP

119 South Fourth Street  
PHILADELPHIA, PA.

## False

news or information is misleading, and disquieting. Our information about the Latin American field is correct and true. We know!

THE BEERS ADV. AGENCY

Havana and New York, Est. 1906

A Real Latin American Service



## PREMIUM "JOBS" SOLD FOR CASH

ALL CLEAN AND SALABLE MERCHANDISE. QUANTITY BUYERS SHOULD INVESTIGATE. LOTS CHANGE DAILY. POSSIBLY YOU HAVE A LOT TO "CLEAN OUT!"

E. W. FRENCH CO., 1 BEEKMAN STREET,  
Cor. Park Row, N. Y.

Advertising Merchandise Headquarters

To help your salesmen to  
better understand Advertising

TALK WITH **Heegstra**

H. Walton **HEEGSTRA** Inc.—MERCHANDISING—25 E. Jackson Boulevard, Chicago



## Classified Advertisements

### HELP WANTED

**ASSISTANT EDITOR** for monthly trade journal for part time. Give full particulars in confidential application. Address: Box 916, care of Printers' Ink.

**ADVERTISING COPY WRITER, SEMI-TECHNICAL**, for agency handling only national accounts. Address: Mr. Wilson, 5205 Chester Avenue, Philadelphia.

Newspaper special agency requires advertising solicitor of experience and character. Acquaintance among agencies essential. Good opportunity. Apply Box 931, Printers' Ink.

**Wanted—Returned soldier** advertising solicitor. Permanent. Give full particulars, experience, salary wanted, etc. Mitchell Daily Republican, Morning, Evening and Sunday, Mitchell, S. D.

**Advertising solicitor** wanted. Young man with advertising or selling experience to learn best selling methods. Must be earnest worker; best references. Advancement. Address Box 932, Printers' Ink.

**Advertising Department** requires young man, experienced, to combine inside and outside work. Stenographer preferred. Good opportunity to become outside man. Address, with references, Box 933, care of Printers' Ink.

**Large manufacturer** of diversified products located in Ohio, wants experienced man to assist advertising manager. To plan, design and write direct and co-operative literature and guide activities of these departments. Must know type, engraving processes and be able to make neat layout and dummies. Some art ability would help. Must be clean cut, diplomatic and have a capacity for accurate handling of details. Good opportunity for right man. Sell yourself in first letter giving all details as to salary, experience, age, nationality, etc. Send photo, which will be returned. Box 917, care of Printers' Ink.

### A JOB YOU CAN "LIVE"

A man who has been looking for a job into which he can willingly put every ounce of his energy and interest, can find that position with us. We need a number of energetic, enthusiastic correspondents; men who can write real letters and occasionally get out "on the other side of the counter." An understanding of human nature, ability to express thoughts in good, common-sense, business English, and a willingness to "live" their jobs, are requirements of the men we will select. The spirit of fellowship and helpfulness which you will find in our "business family" will make your work a pleasure and a profit—a job you can truly "live."

**THE MONITOR STOVE COMPANY**  
(Established 1819—99 Years of Service)  
CINCINNATI, OHIO

"A GOOD COMPANY TO WORK FOR"

Monthly magazine, top notch result-getter in its class, member A. B. C., wants two first class advertising solicitors, one in New York and one in Chicago. Good opportunity for live, hustling business producers. Give full particulars regarding past experience and state salary at which you are willing to start. Box 912, care of Printers' Ink.

An Assistant to Manager of Sales and Advertising in a progressive Massachusetts manufacturing concern. Must be competent stenographer and good correspondent. To the right young man or young woman with the ability and desire to advance in Advertising this position offers an excellent opportunity. Give full particulars, education, age, present salary, references, etc., in first letter. Box 928, care of Printers' Ink.

### SALESMAN

Brown & Bigelow, largest manufacturers of Specialty and Good Will advertising, require one more man to represent them in preferred section of New York City on a commission basis with drawing account. Application should be made by letter to Brown & Bigelow, Inc., 280 Madison Ave., New York City, attention Mr. Wallace, giving age, experience, references, address and telephone number. Personal interview will then be arranged.

### SALES EXECUTIVE

A large and successful corporation, manufacturing a nationally advertised product and operating throughout the world, seeks two or more broad-visioned young men who have had experience in sales management and general executive work.

Through the careful selection of men, and the adoption of sound, aggressive policies, we have developed a strong and unusually successful selling organization.

If you are ambitious for a larger opportunity; if you are enthusiastic, aggressive, resourceful and capable of exercising plenty of initiative, tempered with good judgment; if you are a tactful leader of men, and can analyze and direct their efforts, we invite your application.

Familiarity with automobile or accessory fields desirable, but not essential.

Please give past experience in detail, age, nationality, education and initial salary desired. Typewritten letters appreciated.

All correspondence strictly confidential.

If your qualifications appear to fit you for our requirements, an early appointment will be made for an interview. Box 930, Printers' Ink.

Large manufacturer in Richmond, Va., wants man capable of filling position office manager. Systematic, familiar with all office methods, able to instruct and show results. Give age, experience, full references and salary desired in first letter. Box 915, care of Printers' Ink.

#### UNUSUAL OPPORTUNITY

For Advertising Solicitor for a Trade Paper, which is recognized as the best in the field.

\$150.00 per month drawing account, with liberal commissions. Territory: Greater New York.

Write for appointment, stating present and past business connections.

Address G. B., Box 919, care of Printers' Ink.

### An Office Executive

A gentleman, Christian, well educated—college man preferred—trained in modern office methods, including tactful handling of office help. To fill an executive position with a company manufacturing a nationally advertised product. Their office, now consisting of about fifty people, is located in a small southern town. Replies will be held confidential and no references written until after a personal interview in New York. Give sufficient information in first letter to warrant making an appointment. Applications will be considered only from those able to demonstrate a present salary of \$3,000 or over. Box 920, Printers' Ink.

### Experienced

## Advertising Copy-Writer

*A Man Who Can Put  
Real "Pep" Into  
Layouts, Illustrations  
and Copy*

Such a man can find out just the place he has been looking for in a large Advertising Service Department. We need a man who can live up to the advertising pages of a leading technical publication and who knows how to make an ad look appetizing. At the same time he must be able to write good, digestible copy.

The type of man needed is one who can originate new ideas for sketches to link up to the product advertised and design layouts that will reach out from the page and grab the reader. A man with a varied agency experience would probably make good. If by any chance he should happen to know anything about power plant equipment, mining or the electric railway field, and possesses the other necessary qualifications in the bargain, we'll hand him the keys of the city. The right letter will secure an immediate interview. Box 925, Printers' Ink.

Assistant to advertising and promotion manager. Paint & Varnish Mfg. Co. selling through dealers and industries. Follow-up letters, bulletins, circulars. Experience as assistant advertising manager preferred. Must be capable of handling details of campaigns, dealer helps, etc. Single, under 30. Good opportunity. Middle West. Sell yourself by letter. State salary. Box 914, care of Printers' Ink.

### PRINTER-PRESSMAN WANTED

To take charge of print shop operated by large industrial institution with national reputation. One who can be of real help to the advertising department. Must be good compositor, know type, stock, cuts, etc. Pleasant environment. Large middle west city. State salary and whether married or single. Write fully. Box 918, care of Printers' Ink.

### Lithographic Salesman Wanted

*We Want a Man to Sell Advertising  
Ideas Plus Lithography*

A position as salesman for territory adjacent to Chicago is open to a man who can discuss sales and merchandising problems intelligently with national advertisers and who has a working knowledge of Lithographic processes. The position requires a man whose experience has proved him able to establish and develop business with large-calibre concerns. He will receive unusual co-operation in his efforts, and the assistance of a large Art and Promotion Department. In applying, give your business history with all details proving your fitness, salary expectations, and state where you can be reached for an interview. Address: Box 923, Printers' Ink.

### Agency Opportunity

A rapidly growing, well-equipped and fully recognized advertising agency, located in an unusually attractive residential city, which is also one of the largest manufacturing cities in the East—less than 500 miles from New York City—offers a rare opportunity to a young man of agency experience who is qualified to work on National advertising accounts, as an assistant to the head of the agency. He must be a man with a creative mind and proven ability as a copy writer, and possess some knowledge of space-buying, engravings and printing. Ability to sell advertising accounts would also be of value. Unmarried young man preferred. A man who is now making good in a recognized higher type of large agency would do well to make this connection. Write, stating age, education, experience, accounts worked on, initial salary desired and future ambitions. All communications will be considered in absolute confidence. Box 929, care of Printers' Ink.

Assistant Advertising Manager for large corporation making technical products. Requirements: between twenty-five and thirty-two years old; industrious, able to write good trade journal ads, house organ copy, direct mail campaigns, catalogs, etc., and capable of developing into real responsibility. State fully previous and present connections, experience and salary desired and references. Apply in confidence. No beginners. Box 940, Printers' Ink.

### Wanted—Adv. Solicitor

for high-class technical monthly, New York Office. Prefer young unmarried Christian living with parents who believes he can get business under competent guidance on generous commission basis. Address Box 924, Printers' Ink.

## EXPERIENCED AD-WRITER

WANTED by Advertising Agency. Excellent opportunity for a man able to write forceful English and possessing knowledge of modern "lay outs." State qualifications, experience, and present salary. Box 937, care PRINTERS' INK.

### MISCELLANEOUS

#### For Sale

at a sacrifice—20 Mergenthaler Linotypes—model one. Used by the Chicago Herald until its recent merger with the Examiner. Will set 5 to 11 pt. Good working condition. \$500 each. Early buyers get choice. FANTUS BROTHERS, 525 South Dearborn St., Chicago.

**Ph. Morton**

**OCEAN TO OCEAN  
CINCINNATI**

### We Connect the Wires—

bringing into quick communication employer and opportunity seeker in the Advertising, Printing and Publishing field, east, south and west. Our lists include men and women fitted for positions up to the highest responsibility, with newspapers, class journals, advertising agencies and the publicity departments of mercantile and manufacturing concerns. No charge to employers; registration free. FERNALD'S EXCHANGE, Inc., Third Nat'l Bank Bldg., Springfield, Mass.

**To Philadelphia Manufacturers:** Experienced Advertisement Writer and House Organ Editor in Philadelphia has sufficient spare time to write a house organ, or do special advertising work. Address: Box 927, Printers' Ink.

### POSITIONS WANTED

Advertising solicitor well acquainted with agencies and advertisers, who has accomplished real things, desires connection with live publication. Am just returning from war work. Box 904, Printers' Ink.

**Purchasing Man—6 years' experience,** understanding the mechanical end of advertising. Thoroughly familiar with printing, engraving, paper. Good practical man. Well recommended. Box 934.

An experienced booklet, pamphlet, and follow-up letter writer is available for permanent full time or part time connection with an established New York firm that has a high grade product or service to sell. In replying please state nature and scope of work to be done. Box 907, Printers' Ink.

Pending permanent release from Government Service, I am free to undertake copy work on booklets, follow up letters, etc. I have handled this work for many of the foremost advertisers in America and am prepared to render sound service that will insure returns. Box 906, Printers' Ink.

Secretary-stenographer (young woman) five years' experience in publishing and sales department of commercial house, possessing initiative, seeks position of opportunity. Experience includes copy-writing, layout work, general correspondence and follow-up. New York only. Box 911, care of Printers' Ink.

Wanted, position as manager of production in an agency; holding down similar position now, but desire change. Concern doing business around a million preferred. Have good record. Box 908, Printers' Ink.

### PUBLISHER'S UTILITY MAN

Young married man, 30 years old, 15 years' experience in newspaper game; would like to accept position where knowledge plus experience are essential. For the last 8 years have made good in handling all of the detail work, connected with circulation, advertising, syndicating, mailing, shipping, with one of the largest metropolitan newspapers. Am a hustler and would travel anywhere for the RIGHT man. Can furnish highest references. Box 910, care of Printers' Ink.

Practical sales and production executive ready for immediate engagement with firm of good reputation. Knows cost of production and sales. Over 25 years' experience in printing and direct-mail advertising. Box 921, P. I.

Copy writer, college graduate, wishes position with agency or publication or in advertising department of manufacturing concern. Understands thoroughly buying art work, ordering cuts, making layouts, etc. Salary secondary to opportunity. Box 909, care of Printers' Ink.

#### Advertising Manager

of large electrical firm seeks better opportunity. Six years advertising and editorial experience. Graduate engineer with broad advertising and business training. Versatile, original and forceful writer. Minimum salary \$3,000. Box 902, Printers' Ink.

#### Experienced Copy Writer

College graduate (woman) three years' business experience with unusual opportunities for learning advertising in various fields. Initiative and imagination, capacity for hard work and ability to see and grasp an opportunity. References. Box 913, care of Printers' Ink.

#### Back to Peace Status

and therefore in need of a job. Formerly advertising manager for a nationally known manufacturer. Thoroughly experienced in the various phases of advertising, the purchase of artwork, engraving and printing. Accustomed to getting things done. Released from active service December 1. Address box 903, care of Printers' Ink.

#### Right Hand to Busy Executive

In the readjustment of your organization can you use a young man whose record as an aide to busy executives speaks for itself? His early professional training as an engineer has since been successfully applied commercially and industrially in administrative capacities. Available Jan. 1. Rm. 1201, 120 W. 32 St., N. Y.

## ..ARTIST..

Editorial cartoonist; recently art manager for motion picture corporation, desires connection with a live publication, where creative ability and initiative will count.

**CREATIVE**  
Box 905, care Printers' Ink

ADVERTISING WOMAN—all-around experience, clever writer, now on trade paper—seeks wider field with agency or as Department Manager. Box 939, care of Printers' Ink.

#### SALESMAN

27, American, married, ambitious, seeks permanent connection with progressive concern, any line of product that promises adequate compensation for intelligent and conscientious effort. Box 935.

## MAIL ORDER MAN

who wants a job into which he can willingly put every ounce of his energy and interest. A knowledge of advertising principles and ability to produce mail-order literature is an advantage. A combination of executive ability and an understanding of mail-order details and handling of correspondence is essential. Address: Box 926, care of Printers' Ink.

#### Export Sales Manager

Born and educated in Spain; thorough American education; years of export sales experience; has traveled in South America; familiar with South American, Australian and South African, as well as U. S., business methods—particularly the farm implement business; wants to make permanent connection with good concern interested in intensive export trade. For further information address A. B. C., Box 936, care of Printers' Ink.

Business getter, daily, weekly or class publication, lost five years on small dailies, found himself again. Wants chance where ability to conduct service department might count; 10,000 to half million population; 45 years young. Special experience also. Test me on peace and reconstruction number. California to New York experience. Sober and common sense. Want to stick where sticking is good, on fair start. No rut. Executive ability. Good layout saves shopwork; job department experience; merchandising knowledge. Emil Held, Postoffice Box 562, San Benito, Texas.

## POSITION WANTED

Is there an agency requiring the services of a valuable, hard-working man in its Art Department?

An excellent lay-out man and full of ideas, who knows the plate and engraving end and also considerable about Advertising. May I hear from you? Address Box 938, PRINTERS' INK.

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we maintain  
 Offices and  
 Poster Plants  
 in over 400  
 large cities  
 and towns in  
 twenty-three  
 states acting  
 as service  
 stations to the  
 advertiser

**Thos. Cusack Company**

CHICAGO

NEW YORK

*Largest Advertising Company in the World*

# FIRST

## Daily and Sunday

In October, 1918, the circulation of The Chicago Tribune was almost 50,000 more than that of any other paper *Daily*; and more than 100,000 above any other paper *Sunday*. The circulation of The Chicago Tribune now exceeds:—

**440,000 Daily**  
**700,000 Sunday**

*Advertising value, as  
measured by results,  
is even greater because  
of the character of  
Tribune readers.*

**The Chicago Tribune**  
**THE WORLD'S GREATEST NEWSPAPER**